DOCUMENT RESUME

ED 247 451 CE 039 548

AUTHOR	Markowicz, Arlene, Ed.; And Others
TITLE	Marketing the Job Training Partnership Act.
INSTITUTION	National Alliance of Business, Inc., Washington, D.C.
SPONS AGENCY	Employment and Training Administration (DOL), Washington, D.C.
PUB DATE	84
GRANT	99-4-454-98-327-02
NOTE	82p.
AVAILABLE FROM	National Alliance of Business, 1015 15th Street, NW, Washington, DC 20005 ($12.50).
PUB TYPE	Collected Works - Serials (022) -- Viewpoints (120) -- Reports - Descriptive (141)
JOURNAL CIT	NAB Clearinghouse Quarterly; v1 n2 Sum 1984
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	Adults; Advertising; Attitude Change; *Demonstration Programs; *Disadvantaged; Employer Attitudes; *Employment Programs; *Federal Legislation; Federal Programs; Job Training; *Marketing; Postsecondary Education; Program Development; Program Effectiveness; Program Implementation; Public Relations; Young Adults
IDENTIFIERS	*Job Training Partnership Act 1982; *Private Industry Councils

ABSTRACT

This quarterly contains 11 bulletins that profile marketing campaigns for the Job Training Partnership Act (JTPA) that have been implemented successfully in local programs throughout the United States. For each program, the description provides information on the operator, funding, results, time span, background, marketing/public relations materials produced, progress, problems, hints for success, products, and a contact person with address and telephone number. The programs described used a variety of approaches to reach employers in their local areas and alert them to the benefits of the JTPA, along with efforts to increase employer participation in job training and placement programs. The quarterly also contains an overview that explains the basis for marketing the JTPA, an annotated bibliography and selected reviews, and background materials (a technical report on employment-generating activities under the JTPA and "WorkAmerica" reprints). (KC)

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ED247451

National
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Vol. 1, No. 2
Summer, 1984
$12.50

NAB Clearinghouse Quarterly

Marketing the Job Training Partnership Act

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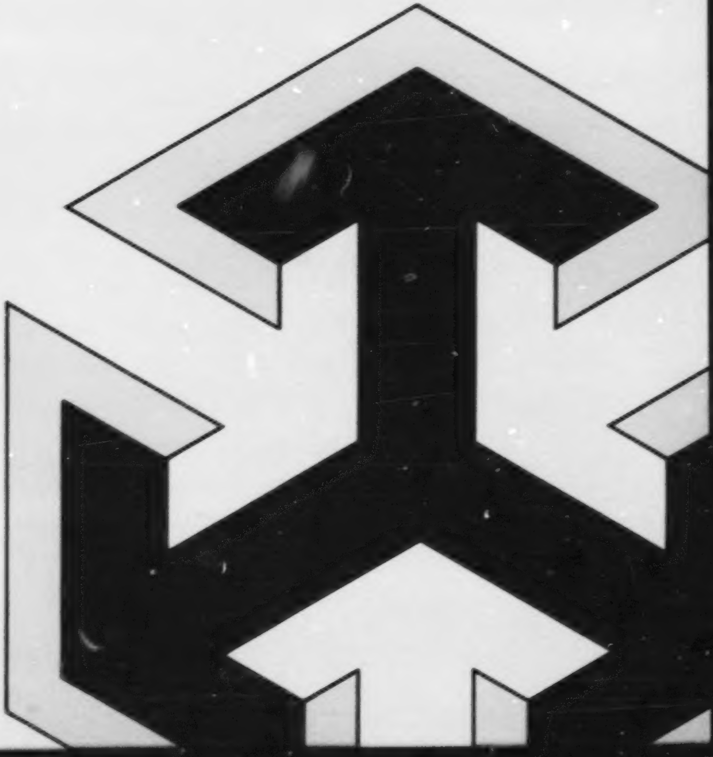

National
Alliance of
Business

NAB Clearinghouse Quarterly

Marketing the Job Training Partnership Act

Vol. 1, No. 2
Summer, 1984

"The material in this project was prepared under Grant No. 99-4-454-98-327-02 from the Employment and Training Administration, U.S. Department of Labor, under the authority of Title IV, Part D, Section 451, of the Job Training Partnership Act, P.L. 97-300. Points of view or opinions stated in this document do not necessarily represent the official position or policy of the Department of Labor."

Editor

Arlene Markowicz

Contributors

Tom Lindsley
Frances R. Rothstein
Virginia E. Wertman

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CH/084/1.5
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ISSN 074-5837

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Overview

Without successful marketing campaigns, the Job Training Partnership Act (JTPA) cannot achieve its goals. Employers need information that will encourage them to become active partners in their local service delivery areas --both working with their private industry councils and hiring those people targeted by the Act for training and placement. Economically disadvantaged and long-term unemployed people need information about how to enroll in JTPA programs and about how those programs can help them find and keep jobs in the private sector. Young people are a critical target group if JTPA is to succeed, and they often require different incentives for participation than those which attract adults. Welfare recipients, also a key target group, often require tailored marketing strategies as well. Now that the transitional period is over and the first full program year of JTPA is underway, job training executives are concentrating on marketing in earnest.

The challenge of marketing JTPA is a considerable one. First, public money for marketing is considerably reduced at the local level from the amounts available in prior years, sometimes requiring that service delivery areas seek donated services and organize volunteer assistance, or seek aid from the state.[1] Second, the performance standards against which service delivery areas will be measured can be met only if marketing efforts concentrate both on developing adequate numbers of high quality jobs and on attracting appropriate categories of eligible trainees, especially welfare recipients and youth. And third, in many places, the job training system must not only promote a positive, business-oriented image but must also counter existing stereotypes about past publicly-funded job training efforts.

Marketing the new system calls for maximum creativity on the part of private industry councils (PICs), service delivery areas (SDAs), local program operators, and states. Businesses -- the source of jobs for the economically disadvantaged people targeted by the Act -- are often completely unaware of the ways in which they can save time and money through involvement in the job training partnership. Many employers remember the pervasive, though often unjustified, negative publicity which surrounded JTPA's predecessor, the Comprehensive Employment and Training

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[1] The Technical Report on employment generating activities under JTPA, which is included in this issue of the NAB Clearinghouse Quarterly, offers guidance on the use of JTPA funds for activities related to marketing.

Act; others have no negative bias, but neither do they have current information about how to access and use JTPA services. Parallel marketing campaigns must be designed to attract individuals eligible for training and placement assistance; many otherwise excellent programs across the country continue to suffer from under-enrollment, even in locations where unemployment rates continue to be higher than the national average.

States have an exceptional opportunity under JTPA to assist SDAs in their marketing efforts. Because the employment service, the public schools, and the welfare department are all state-run systems, governors and state job training coordinating councils can mandate or encourage local linkages to promote JTPA enrollment among the clients of those systems. Likewise, states can use portions of their JTPA funds for state-wide marketing campaigns directed both at employers and at potential trainees. Because employers seeking to expand an existing plant or locate a new one are often negotiating with state development agencies in any case, state officials can use that opportunity to convince employers in those new sites to hire first from among JTPA trainees. Many states are also assisting SDAs by arranging useful technical assistance in marketing. The Commonwealth of Massachusetts, for example, recently sponsored a marketing trade show, offering the state's 15 SDAs the opportunity to have their marketing materials critiqued by a group of public and private sector marketing and public relations professionals, followed by a panel discussion and a hands-on clinic.

Recent improvements in the national economy have reduced the number of qualified applicants seeking jobs; while a year ago businesses had their pick of an ample applicant pool, reduced unemployment rates have now taken their toll, creating an increased need among employers for recruitment and screening assistance. However, in many locations, council members and PIC/SDA staff devoted so much energy to organizing themselves for the transition to a new system that marketing campaigns were understandably postponed. Now that the JTPA system is well underway, job training executives and policymakers are developing business outreach programs which will help them implement local SDA plans.

A measure of the level of work to be done showed up in a national study completed a year ago by Campbell-Mithun Advertising, Inc. in cooperation with the Advertising Council and the National Alliance of Business. At that time, only one third of the nation's chief executive officers and human resource directors were aware of the Job Training Partnership Act, with only one quarter of small business leaders knowing about the Act. In addition, there is a widespread misconception across the country that all publicly-funded employment and training programs have been abolished, with the prevalently held belief that those programs were discontinued because they were inefficient and did not work.

Considerable progress has been made during the first year of JTPA, as illustrated throughout the Bulletins featured in this issue of the Quarterly. Business volunteers are demonstrating increasing willingness to enlist their peers, both as potential employers of JTPA trainees and as a source of donated expertise and other in-kind services to supplement limited JTPA funds. PICs and SDAs have learned to assess and leverage the resources available throughout the labor market. Many are making full use of standard media, such as television and newspapers, as well as linking up with organizations which communicate regularly with employers, such as chambers of commerce and state and local economic development agencies.

While an improved economy tends to make JTPA programs more valuable --and thus easier to market -- to employers seeking new hires, the opposite can be true in relation to potential JTPA enrollees. Many SDAs which have experienced a significant drop in the local unemployment rate in recent months have suffered from increasing under-enrollment. Those people with prior attachment to the labor force, with any marketable skills, or even with any knowledge of job search techniques tend to find work on their own in an improving economy; thus the SDAs are increasingly faced with a client pool which is often both unskilled and unmotivated, as well as lacking knowledge of how JTPA programs can benefit them. For example, a recent NAB study of the JTPA-eligible population in Louisiana showed that a significant number of potential JTPA trainees did not understand how the program could help them.

An additional challenge -- but one which SDAs can meet over time --stems from the drastic reduction in funds available for wages, stipends, and allowances for trainees. Research has shown that most prime sponsors under CETA experienced a significant initial drop in enrollments when payments to trainees were reduced or eliminated on an experimental basis, but that the drop was temporary, with enrollmenteventually meeting or surpassing earlier levels once greater emphasis was placed on client outreach and marketing.[2] This pattern may be repeating under JTPA. The negative side of reducing or eliminating client payments is that, even with adequate supportive services, some clients may be unable to afford to enroll in training other than of the very briefest nature, thus causing enrollments to drop. The positive side is that those who do enroll will more likely be highly motivated to achieve the intended end result -- permanent employment in the private sector.

No matter whether an SDA's main marketing target is employers or job-seekers (or a combination), it is important that the marketing strategies developed are designed to respond to those customers, rather than designed to promote the SDA's existing products. Basic to the development of such a market-oriented campaign is sound data on customer wants, needs, and expectations -- whether the "customer" is a potential employer or a potential trainee. One useful approach is the National Alliance of Business' new "Marketing First" program,[3] which has developed several tools as part of a comprehensive marketing strategy based upon extensive market research. NAB's market research program includes two survey instruments, a series of focus groups, and computer analysis to identify those employers most receptive to JTPA products and services, and to develop a profile of "receptive" potential employees. Focus groups of employers are used to develop qualitative information.

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[2] Trego, Nancy Remine. Program Design Options for Non-Stipended Programs. National Commission for Employment Policy, February 1984. Single copies are available at no charge from NCEP, 1522 K Street, NW, Washington, DC 20005.

[3] For details on "Marketing First," contact Marilyn Silver, NAB, 1015-15th Street, NW, Washington, DC 20005, telephone 202/289-2900.

The kinds of market research data that employment and training organizations seek should not only identify which groups of customers to target, but should also suggest possible new products to offer and old products to modify. For example, an SDA might decide to offer some business information services as a way of marketing its programs. The SDA then invites employers to a workshop on economic forecasting and makes a soft sell pitch on JTPA as a part of the workshop. Possible product modification strategies include shortening OJT contracts to one or two pages or meeting customers' demands for reliability by offering a "guarantee" on quick follow-up services to any placement made.

"Marketing First" recommends that marketing be viewed as a problem-solving process that enables local PICs and SDAs to identify, develop, communicate, sell, and deliver those products and services that match the wants, needs, and expectations of local employers and eligible participants. Steps to developing a comprehensive marketing plan include:

(1) Reviewing current products and services for marketability and sales potential.

(2) Conducting market research and analyzing the data.

(3) Formulating marketing objectives and strategies and weighing them against resources.

(4) Constructing time lines and budgets for implementing the marketing plan.

(5) Putting control and assessment procedures in place so that the organization can respond quickly to market place changes.

Effective marketing does not just happen once. It is an ongoing process. It requires a strong commitment on the part of the job training organization to produce results. The Bulletins in this Quarterly, profiling creative and productive marketing campaigns, demonstrate the kind of commitment which can increase success at all stages of a local job training program.[4]

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[4] NAB's "Marketing First" staff has developed a simple, 10 question assessment form that PICs and SDAs can use to make an initial marketing audit of their organization. Single copies may be ordered at no charge, using the order form in the back of this Quarterly. Other NAB products related to marketing are also listed on that order form.

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National
Alliance of
Business

Bulletin

#N4-565 August 1984

1984 NAB AWARD WINNER

THE OREGON CONSORTIUM, Albany, Oregon

OPERATOR The Oregon Private Industry Council and the 27-county Oregon Consortium

SUMMARY The Oregon Consortium's public relations program supports nine independent local subcontractors in their efforts to market Job Training Partnership Act (JTPA) programs. Respect for local autonomy is the key to success. The Consortium provides marketing materials, training, and other support, which local staffs can accept, refuse, or localize to suit their diverse needs. The Consortium staff stresses good internal communications, an essential feature of an organization with 188 paid staff and over 200 volunteers serving on the Private Industry Council (PIC) and on local business advisory councils throughout 27 Oregon counties.

FUNDING Approximately $30,000 per year for public relations and public information from JTPA administrative funds.

RESULTS From October 1, 1983 to May 31, 1984:

	Enrolled	Placed
Title IIA Adults	2,402	1,397
Title IIA Youth	1,234	512
Title III	532	175

TIME SPAN October 1981 - present

OUTLINE

Background The Oregon Consortium is the JTPA grant recipient and administrative entity for 27 predominantly rural Oregon counties. The Consortium covers 82,183 square miles and has a population of 814,505. Wood products, agriculture, and fishing are the region's key industries. The area is economically depressed, primarily because of the decline of the timber industry.

Executive authority for the Consortium resides in a Joint Policy Committee, made up of nine members from the 21-member PIC and nine members from the Consortium's Board of Directors. (The Board of Directors consists of one county commissioner from each of the 27 member counties.)

These 27 member counties are grouped into nine independent local districts, all with satellite offices and serving as program operators. Each district has a local business advisory council, which functions as subcommittee to the PIC. The 21 members of the Oregon PIC also serve on their local advisory councils.

The Consortium's public relations program evolved from a planning conference in summer 1983, when the PIC directed the Consortium to hire a public relations professional to support local district public relations needs and to produce marketing materials for the entire organization. In October 1983, the PIC formed a five-member marketing subcommittee with members from Tektronix, (an electronics firm), Swan Lake Lumber, Timber Hill Acres Development Company, Boise Cascade, and the Curry Coastal Pilot (a newspaper).

Decentralization and respect for local autonomy are the keys to the Consortium's successful public relations program. Each district manages its own program and decides which marketing materials it will use.

Marketing/ Public Relations Materials

Slide Presentation. Designed to explain the transition to JTPA, the slide presentation emphasizes the expanded private sector role in the job training system and the increased benefits it offers business. It highlights the Consortium's nine districts and features the PIC president, a PIC member, and a representative from the Board of Directors. Employers who are already involved in JTPA attest to its value. After its premiere at the annual meeting of the Board of Directors, the slide show was copied and sent to each district for use at local civic clubs, other business meetings, job fairs, and open houses.

Annual Report. Developed as a marketing tool to show the variety of services available, the Annual Report highlights a success story from each district. Districts can request multiple copies for local use.

Brochures. A six-panel marketing brochure emphasizes the advantages to business of using the Targeted Jobs Tax Credit, as well as the cost and time savings employers can realize in recruitment, screening, selection, and training. Two panels are left blank so that each district can localize the message with its own name, address, and phone number, and with descriptions of specific programs or local employer testimonials.

The Bottom Line. The Bottom Line, a four-page, bi-monthly newsletter targeted to business, focuses on successful programs in the nine districts that have saved employers time and money or have benefitted them in some other way. The Consortium mails 3,500 copies of each issue to business people, private industry councils, and service delivery areas.

Internal Communications. Internal communications are especially important in a complex organization such as the Oregon Consortium, which has 27 offices scattered throughout the state. To keep this diverse group of paid staff and volunteers informed, the Consortium sends an Information Update every ten days to the district offices. The Update contains information on such subjects as legislation affecting JTPA, new funding, staff training programs, JTPA-related meetings that staff members have attended, marketing ideas, and successful projects in the various districts.

To further enhance internal communication, the executive director toured the state with the slide presentation and information packets, explaining the transition to the Job Training Partnership Act. Between November 1983 and January 1984, he met with every local business advisory council to discuss JTPA and how it would affect local operations.

As an additional strategy for keeping everyone informed, the PIC and the executive committee of the Board of Directors meet jointly every two months.

Training. To help the district staffs adjust to the business focus of JTPA, the PIC hired a marketing consultant in the spring of 1983. The consultant visited each of the nine district offices to train the staffs in marketing techniques. The 20-hour training program (eight hours per day for two and a half days), consisted of lectures, discussion, and role playing. Session topics included: how to speak in business terms to business people; how to use success stories and testimonials; the necessity of eye contact; the value of a business-like appearance of both staff and offices; the importance of understanding business needs and problems; and the use of cost analysis to convince employers that JTPA programs can save them money.

PROGRESS

Future plans include a variety of aids, such as staff training, marketing tools, help with specific local projects, local training sessions for businesses about JTPA, speakers for small business seminars, and market research. Each district will be able to choose the services that best fit its needs.

The Consortium also plans to study its relationships with the districts, the PIC, the Board of Directors, and the advisory councils. The study will focus on better communications, which the Consortium staff consider crucial to the success of so complex an organization.

PROBLEMS

Problems have been few; however, devising marketing tools and programs versatile enough to please local staffs and serve nine different districts has been difficult.

HINTS FOR SUCCESS

- Keep everyone on the local level informed of each step as a project develops.
- Make marketing materials available, but don't force them on the local offices.
- Recognize that each local program operator knows the local business climate. The Consortium staff sees its role as one of support only.
- Insure good communication among all levels of the operation so that everyone is working with the same information.
- Avoid flashy, expensive marketing materials. Business people are suspicious of an organization that appears to spend too much of scarce resources on public relations.

PRODUCTS

Copies of the annual report, newsletter, and brochures are available upon request from the Oregon Consortium.

N4-565 **Albany, Oregon**

CONTACT

Ms. Pat Newport
Public Relations Manager
The Oregon Consortium
260 Southwest Ferry
Albany, OR 97321
(503) 928-0241

National
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Bulletin

#N4-562

August 1984

NEW HAMPSHIRE JOB TRAINING COUNCIL, Concord, New Hampshire

OPERATOR PIC, Inc. (an organization incorporated to serve as the administrative unit of both the State Job Training Coordinating Council and the statewide private industry council)

SUMMARY The marketing staff of the New Hampshire Job Training Council uses innovative ways to reach both employers and job seekers. The council conserves limited funds by creating marketing materials in-house, asking business organizations to distribute brochures through mailings, and negotiating donations of prime time television spots. The council also publicizes its programs through church bulletins, brochures left with managers of housing projects, and booths in shopping malls and video arcades. By using creative marketing techniques, the staff ran a successful program on a budget of $12,000 in program year 1983 (October 1, 1983-June 30, 1984).

RESULTS October 1, 1983-June 30, 1984: OJT contracts -- 315 workers placed in 280 companies; Classroom training -- over 550 enrolled, 200 completed training; Customized training -- 200 enrolled in training programs for more than 30 companies, 80% anticipated placement rate; Dislocated workers -- 412 served, 50% placement rate; Summer jobs for youth -- 3,500 job openings developed, 1,685 youth placed to date.

FUNDING $12,000 from Job Training Partnership Act (JTPA), Titles IIA and IIB for marketing in program year 1983, of which $6,000 was spent for the summer jobs for youth program and $3,000 for year-round programs.

$25,000 allocated for marketing in program year 1984 from JTPA, Titles IIA and IIB to cover design, printing and distribution of marketing materials.

TIME SPAN October 1983-present

OUTLINE

Background As originally organized under JTPA, New Hampshire had one statewide service delivery area (SDA). Marketing for the SDA was done by PIC, Inc., an organization incorporated to serve as the administrative unit of both the State Job Training Coordinating Council (SJTCC) and the statewide private industry council. Together the SJTCC and the private industry council make up the New Hampshire Job Training Council. Though a court case in early 1984 gave Hillsboro County the right to establish a separate SDA, PIC, Inc. continues to perform marketing and other administrative functions for both SDAs.

New Hampshire enjoys one of the lowest unemployment rates in the nation. Even its young people easily find summer jobs, especially in the state's flourishing tourist industry. For this reason, PIC, Inc. directs its marketing efforts primarily to job seekers rather than to businesses.

The extensive marketing program is cost effective for the several reasons. PIC, Inc.'s six marketing field representatives also do job development and job placement, and write on-the-job training (OJT) contracts. Thus, much of their salaries can be charged against the 70% JTPA training funds rather than against the limited 30% funds for administration and supportive services. Most marketing materials are developed in-house by the director of marketing and public relations, and staff members maximize the use of marketing materials by tracking their effectiveness. They ask each applicant where he or she heard of the program. In this way, they learned, for instance, to concentrate marketing for out-of-school youth on prime time television spots and posters in convenience stores and video arcades -- media to which this audience responds most positively.

Overview of Program

The New Hampshire Job Training Council runs the following training programs:

On-the-Job Training (OJT). Over 200 trainees in OJT programs learn skills such as carpentry, jewelry making, machine operation, and building and grounds maintenance.

Classroom training. In classroom training programs, participants learn such skills as word processing, office management, retail management, computer programming, and automated screw-machine operation. Since March 1984 all classroom training contracts have been performance based, with program operators receiving total reimbursement only upon achieving a placement rate of 72%. The council assesses penalties against the training provider for less than 72% placement and awards a bonus for placement rates beyond that level.

Customized training. PIC, Inc. program design specialists worked with representatives of more than 30 companies to tailor customized training to each company's needs. PIC, Inc. staff recruit applicants and company representatives interview them before they enter the program, which usually provides a combination of classroom and on-site training. A variation on customized training is consortium customized training. When a company needs only a few employees trained, PIC, Inc. staff seek other local companies that need the same training and establish a consortium training program.

Dislocated workers. When plants close and layoffs occur, PIC, Inc. opens resource centers on a case-by-case basis to serve dislocated workers.

Youth programs. Youth programs target year-round jobs for out-of-school youth. PIC, Inc. also runs a summer jobs program that provides 50% direct reimbursement for wages paid to eligible youth.

Marketing to Business

PIC, Inc. reaches the business community through booths at trade shows, staff attendance at business meetings, and brochures which local chambers of commerce and other business associations send free of charge in mailings to their members. It also coordinates with the state's economic development department to offer customized training as an incentive to companies considering relocation to New Hampshire and to expanding in-state firms.

PIC, Inc. targets specific companies to receive brochures and information about participants in classroom training. Computer firms, for example, receive brochures about computer programming. PIC, Inc. sent a comparable tailored brochure to printing and graphics firms when a large printing company in Concord laid off 400 workers. The brochure listed PIC, Inc.'s phone number, along with a brief description of the skills and experience of each potential employee (identified by number, not name). In addition, a bi-monthly newsletter circulates to businesses and social service organizations, offering information about programs and their benefits to business, success stories, and interviews with employers and workers.

Finally, ten "mini-private industry councils" meet quarterly throughout the state. Both business representatives and the general public attend these sessions to discuss such subjects as local labor needs, ideas for customized training, or local economic development efforts.

Marketing to Job Seekers

PIC, Inc.'s marketing program focuses primarily on marketing to job seekers -- especially youth. Marketing techniques include:

Television commercials. Bob Lobel, a popular television sports commentator in Boston, donated his services for one 60-second and one 30-second television commercial; PIC, Inc. staff wrote the script in-house and paid television station WINDS to shoot the footage. Rather than run the commercials as public service announcements (PSAs), PIC, Inc. bought one prime time package on each of the state's three commercial television stations. (A package includes 15 to 20 spots.) Each station in turn donated three packages, lowering the cost of each TV spot to about $30.

Radio coverage. Each week PIC, Inc. staff develop in-house a radio PSA for broadcast throughout the state. Editors and news directors of all radio stations in New Hampshire received press kits which resulted in the marketing staff appearing on 60 radio shows, each lasting from 15 minutes to one hour.

In addition, the marketing director calls three or four stations each day with a news item--about a new program for the handicapped, for example, or about available jobs. Consequently, these items are often included in the stations' news broadcasts.

Newspapers. A press release on the same subject parallels the weekly radio PSA. It lists jobs available in the area, for example, or describes on-the-job training wage reimbursement procedures to employers. Originally targeted to both businesses and job seekers, the press releases and PSAs now focus almost exclusively on job seekers because the campaign has generated such an overwhelming response from business.

PIC, Inc. staff also visited almost every editor of every daily paper in New Hampshire and requested feature story and editorial coverage of the Council's programs. So far, these efforts have yielded 15 front page stories and a number of editorials.

Outreach to welfare recipients. Brochures describing OJT programs, classroom and customized training, and tuition assistance programs were provided by PIC, Inc. to the state welfare department to be mailed with welfare checks. A special mailing describing the summer youth employment program went to welfare recipients whose families included anyone between 14 and 21 years old. For this special mailing, PIC, Inc. provided the envelopes and the brochures and paid for the postage; the welfare department provided the mailing labels.

Other outreach to job seekers. Besides marketing by television, radio, newspapers, and mailings, the PIC, Inc. staff devised other innovative ways of reaching workers. On weekends and holidays, marketing field representatives set up booths in shopping malls and video arcades, where they market programs and often complete applications on the spot.

Every day for two weeks, 22 staff members visited over 100 schools throughout New Hampshire to publicize the summer youth program, verify eligibility, and complete applications. Press releases alerted parents to these impending visits, and school guidance counselors advised the youth beforehand of information they needed to establish eligibility.

Large posters in convenience stores, video arcades, supermarkets, and other locations where youth congregate are especially effective in reaching out-of-school youth. Staff also market to other hard-to-reach groups by visiting physically and mentally handicapped people, new immigrants with language problems, or young people in foster homes. Clergy advertise programs in church bulletins and managers of housing projects display posters and distribute brochures and application forms to their tenants.

PROGRESS

Marketing to business has been so successful that the youth program has shifted almost entirely to marketing to job seekers.

Encouraged by the success of the summer work release program for young offenders, the staff plans to expand the program and market throughout the year to incarcerated persons of all ages.

PROBLEMS

The program's success has caused some difficulties. The business community's enthusiastic response to the summer youth program meant that many jobs went unfilled. Because marketing field representatives have other duties besides marketing, they cannot always follow up when firms respond to promotional materials.

A further problem could arise if the new SDA in Hillsboro County begins competing for New Hampshire's limited marketing resources, as the state has only one statewide newspaper and three commercial television stations. For the present the Hillsboro Private Industry Council has agreed to let PIC, Inc. continue administering its programs. After six months, however, the Hillsboro Council will decide whether to retain PIC, Inc. or to set up another organization.

HINTS FOR SUCCESS

o Don't say you can't afford to market. You can't afford not to market.

- Save money by hiring a staff person with advertising skills who can write and design marketing materials in-house.
- Use the facilities of business organizations such as the chamber of commerce. These organizations can include your marketing materials in mailings to their members.
- Use the media effectively. Learn how to negotiate with television and radio stations for prime time spots at reduced costs.

PRODUCTS Samples of marketing materials are available from the program operator.

CONTACT
Ms. Ellie Trueman
Director, Marketing and Public Relations
New Hampshire Job Training Council
155 Manchester Street
Concord, NH 03301
603-228-9500

National
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Bulletin

#N4-529

August 1984

PLEDGE-A-JOB, Tampa, Florida

OPERATOR City of Tampa Mayor's Committee on Youth Opportunities

SUMMARY Pledge-A-Job is a campaign to involve Tampa businesses in increasing the number of private sector summer jobs available for youth. Tampa responded to federal funding cutbacks in its summer youth employment program by initiating the pledge program. The campaign supplements the number of public sector job opportunities for youth with additional unsubsidized jobs in the private sector. Using several marketing strategies, such as television and radio public service announcements featuring sports and media personalities, Pledge-A-Job has succeeded in creating more private sector than public service job opportunities for youth, aged 16 to 21. The program's success is credited to three key elements: the active participation of the Mayor and the involvement of the city administration; the commitment of the steering committee; and the program's sophisticated marketing effort.

RESULTS Summer 1982: Goal of 1,000 private sector job pledges; 1,300 pledges received.

Summer 1983: Goal of 1,300 private sector job pledges; 2,100 pledges received.

FUNDING Summer 1983: Marketing budget -- $1,900 Job Training Partnership Act funds, Title II-A and Title II-B

Summer 1984: Marketing budget -- $2,500 Job Training Partnership Act funds, Title II-A and Title II-B

TIME SPAN Fall 1981-present

OUTLINE

Background Tampa Mayor Bob Martinez started Pledge-A-Job in 1981 when the city faced a 23% reduction in its subsidized summer youth employment program. Mayor Martinez hoped a pledge program involving the private sector would substantially increase summer job opportunities for youth. The pledge program's goal was to match each public sector job with a pledge for a private sector job. The first summer, 1982, Pledge-A-Job exceeded its goal by 300. During the summer of 1983, the goal was set at 1,300 -- the number of actual pledges received in 1982. Again, Pledge-A-Job surpassed its goal -- this time by 62%. For the summer of 1984, the Pledge-A-Job goal is 2,100 pledges in the private sector. Advance planning is a key element of the Pledge-A-Job campaign. Planning for each summer starts no later than the preceding December.

Business Involvement

The Greater Tampa Chamber of Commerce recommends recognized community leaders to serve on the Pledge-A-Job steering committee. All members are from the private sector and include representatives from utility companies, banks, the private industry council, and the mass media. The steering committee members are credited with the program's success.

The entire steering committee meets three times per year: in December to set goals; during June for an up-date on progress; and in September to review results and to recognize participating firms. A subcommittee structure accomplishes all other work.

Stressing Benefits to Business

Pledge-A-Job's marketing strategy emphasizes the benefits to business of hiring young people for summer jobs. The program encourages businesses to use the Targeted Jobs Tax Credit by pointing out that the tax credit enables companies to hire young people at an after-tax cost of approximately 50 cents an hour. Public service announcements also stress the tax breaks to business.

Marketing Activities

The Pledge-A-Job staff explores every option for free or low-cost publicity. Last summer's kick-off event took place at one of the city's major shopping malls on tax day -- April 15. The ceremonies emphasized the tax savings and other advantages of hiring youth.

Respected local officials and celebrities are recruited to make public service announcements (PSAs) to publicize the job pledge effort. Baseball stars Jonny Bench and Pete Rose (who attend spring training camp in Florida) taped PSAs, as did Tampa Bay Bandit players and movie star Cesar Romero; television and radio stations contributed their expertise and equipment to put the PSAs on the air; the National Football League Buccaneers donated 5,000 bumper stickers; and banks promoted the program on their marquees. Jose Vivero, Chairman of the Mayor's Committee and Executive Vice President of Landmark Bank of Tampa organized the banking industry's marketing contribution which included sending 50,000 flyers explaining Pledge-A-Job to commercial bank account holders. Newspaper publishers installed promotional placards in their newspaper vending machines in the city's business districts, and Pledge-A-Job staff placed posters in locations frequented by private sector chief executive officers, such as country clubs and spas.

Youth Recruitment

Applicants for both Pledge-A-Job and the Summer Youth Employment Program (SYEP) are recruited at the same time. Volunteers from the Tampa Community Development Office and Office of Community Relations, the Hillsborough County School system, and youth organizations distributed 28,000 handbills at local shopping malls and door-to-door to announce the dates representatives from the Job Service accept applications.

Pledge-A-Job does not have an income eligibility requirement, whereas the SYEP does. However, the Job Service accepts applications from all youth, with first priority for jobs going to disadvantaged young persons.

For 12- to 15-year-olds the program coordinates recruitment with the Rent-A-Kid program, a project sponsored by the Boys and Girls Club of Greater Tampa which provides a clearinghouse for young people who are available to do temporary jobs such as yardwork and babysitting.

Marketing Staff

Pledge-A-Job's staff consists of three persons who work approximately six months of each year on the pledge program and six months on other responsibilities within the Division of Urban Development and Job Training. The marketing staff coordinates all promotional activity for Pledge-A-Job.

Coordination

Pledge-A-Job relies on the cooperation of a number of area agencies which contribute to the job pledge effort. The Greater Tampa Chamber of Commerce assists in the designation of the steering committee, and the Division of Urban Development and Job Training provides such employment generating services as a local telecast, an employers' exposition, and an open house in conjunction with Pledge-A-Job. The Job Service of Florida provides staff to take applications and job orders, and to do job matching.

PROGRESS

Pledge-A-Job's marketing efforts have succeeded in supplementing the number of summer jobs available for Tampa's young people. The pledge program's initial goal was to match each public sector job with an unsubsidized job in the private sector. Private sector job pledges now far outnumber the public sector job opportunities.

PROBLEMS

The major problem cited by Pledge-A-Job's marketing staff was coordinating all advertising activities within the time frame allotted, especially when relying upon the equipment, technical assistance, and time of others.

HINTS FOR SUCCESS

- Start planning early.
- Pick a theme (with corresponding logo or jingle, if possible) at the start and carry it through the whole program to encourage name recognition.
- Get a leader in the community to kick off the campaign and to add visibility and status to the program.
- Hold full steering committee meetings to a minimum; establish a subcommittee structure.
- Provide recognition and thanks to the many businesses, organizations, and individuals who volunteer to assist in the effort.

PRODUCTS

Samples of bumper stickers, posters, placards, and flyers are available from the program operator.

CONTACT

Mr. Santos Rodriguez
Mayor's Committee on Youth
Opportunities
404 E. Jackson Street
Tampa, Florida 33602
(813) 223-8807

National
Alliance of
Business

Bulletin

#N4-527

August 1984

DENVER AREA/METRO COORDINATION TEAM, Colorado

OPERATORS

Five service delivery areas (Adams County Private Industry Division, Arapahoe County Employment and Training, Boulder County Private Industry Partnership, Denver Employment and Training Administration, JEFFCO (Jefferson County) Employment and Training Services), and five Employment Service offices in the city of Denver and in Adams, Arapahoe, Boulder, and Jefferson Counties.

SUMMARY

The Metro Coordination Team's (MCT) ten members represent five service delivery areas (SDAs) in Denver and the surrounding counties and five Employment Service (ES) offices, one in each SDA. MCT's purpose is to coordinate the marketing of employment and training services area-wide so that one SDA can refer its surplus workers to another with surplus vacancies. Marketing materials publicize services throughout the five-county area, and employer representatives market on behalf of all five members.

RESULTS

A minimum of 25 placements from referrals.

FUNDING

Approximately $1,500 from Job Training Partnership Act (JTPA), Title IIA, for printing brochures, pro-rated among the five cooperating SDAs.

Donation of materials and services including approximately $1,000 worth of staff and production time and materials for a 30-second television public service announcement, a layout artist's services to produce camera-ready copy for a marketing brochure, and a reduced price for printing the marketing brochure.

TIME SPAN

November 1983 to present.

OUTLINE

Background

The Metro Coordination Team began in November 1983 as an effort to maintain employment and training service levels despite reduced federal funding. In FY 1979 Arapahoe County, with a population of 300,000, had an employment and training budget of $4 million. By FY 1983 Arapahoe and Douglas counties together comprising one SDA with a population of 325,000, had a budget of less than $1 million.

The Denver metropolitan area is economically diverse. It includes the core city of Denver; Boulder, predominantly a college town; Douglas and Arapahoe counties, both commuter communities; Adams County, an area with utility and petroleum industries; and Jefferson County, where many high technology firms are located. As a result of this diversity, jobs often went unfilled in Boulder while qualified workers in Arapahoe County remained unemployed.

To encourage employment opportunities across SDA boundaries and to maximize the use of available resources, the director of the Arapahoe/Douglas SDA proposed forming the Metro Coordination Team, to consist of representatives from five Denver-area SDAs and five Employment Service (ES) offices, one in each SDA. The MCT has two main objectives. The first is to provide a vehicle for sharing employment and training information among SDAs. In late 1983, for example, Jefferson County needed 200 workers for a new hotel, but could supply only 50. JEFFCO Employment and Training Services alerted the other four SDA staffs, which screened applicants for eligibility and then referred them to JEFFCO. The second objective is to increase employers' awareness of services available to them area-wide, not just in one local SDA.

A history of informal cooperation among area employment and training staffs supports the team's efforts. For example, when Southwest Mall, Denver's largest shopping mall, opened in 1982, staffs from Jefferson and Arapahoe Counties pre-screened and completed applications for 51 percent of the 400 workers hired.

Marketing

Marketing Materials. In April 1984, the MCT completed a 30-second public service announcement (PSA), called Jobs for Americans: Metro Coordination Team, based on a PSA produced by the National Alliance of Business (NAB). MCT members, working with the staff of television station KWGM, cut the NAB announcement from 60 to 30 seconds and tailored the script slightly for local audiences. They then persuaded the popular host of a Denver TV variety show to perform in the revised version at no cost. KWGM-TV donated staff and production time and materials. In this way, the MCT produced at no cost a PSA that adverstised employment and training services for the entire area. The cost to each SDA of a localized version of the announcement would have been $700, more than any of them could afford. Since completion on April 22, Jobs for Americans: Metro Coordination Team has run nearly 100 times on one independent and three network television stations.

In another cooperative marketing effort, the MCT members designed a brochure, Private Industry Council Partnerships, suitable for mailing or for use as a handout at business meetings. The four-fold burgundy and grey brochure stresses the availability of on-the-job training services and Targeted Jobs Tax Credits area-wide. It lists contact persons for all participating MCT organizations and encourages the employer to call any of them, not just those within the employer's SDA. Eight thousand copies of Private Industry Council Partnerships were produced for approximately $1,500 pro-rated among the five participating SDAs. Marx Corporation, a graphics firm in Denver, donated the services of a layout artist, and Service Office Supply of Aurora printed the brochure for 9¢ a copy and billed each SDA separately.

Marketing Strategy. The MCT marketing strategy aims to educate employers about services available in Denver and throughout the five-county area. When a restaurant chain opens in Denver, for example, management receives a copy of the MCT brochure, with SDA phone numbers to call when new facilities open in other locations.

Marketing Techniques. Job developers in MCT member organizations are called employer representatives; their chief function is to call on employers to promote MCT services and to gather labor market information. Their usual marketing technique is to phone, write, or visit employers, explain MCT's services, and leave a copy of Private Industry Council Partnerships. If they cannot get an appointment, they mail the brochure.

Marketing Training. In January 1984, the Colorado Division of Employment and Training conducted a two-day marketing seminar, attended by MCT members and other marketing representatives from around the state. Subjects covered in two eight-hour sessions included employer contact, use of sales tools, follow-up, and referral techniques.

Labor Market Survey. MCT has undertaken no area-wide labor market surveys. Instead, each member SDA surveys local employer needs, and shares the results with the others upon request.

PROGRESS

MCT members are now consulting on ways to expand their cooperative venture to target youth service programs. In addition, they plan to offer their services to local economic developers as an incentive to employers considering a move to the area. A firm needing 500 workers may be encouraged to move to Jefferson County, for example, when its management learns that MCT can recruit, screen, and certify workers from the five cooperating counties.

PROBLEMS

None so far.

HINTS FOR SUCCESS

- Begin a dialogue between SDA and Employment Service personnel.
- Break down barriers which foster parochialism among SDAs.
- Encourage staff to think in terms of "ours," not "yours" and "mine."

PRODUCTS

The marketing brochure and the PSA are available from the Arapahoe/Douglas Private Industry Council. For the PSA, enclose a 3/4 inch videotape with the request.

CONTACT

Mr. Gene Spanarella
Marketing Representative
Arapahoe/Douglas Private Industry Council
15400 East 14th Place
Aurora, CO 80010
(303) 361-6846

National
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Business

Bulletin

#N4-528

August 1984

EMPLOYER-DRIVEN MARKETING MODEL, San Diego, California

OPERATORS San Diego Private Industry Council/Regional Employment and Training Consortium

SUMMARY San Diego's model for providing and marketing Job Training Partnership Act services is employer-driven. Staff view the employer as the client, and consider the well-trained worker as the "product." The staff develop employment opportunities and then train participants for specific jobs. This state-approved plan ties job development to training from the start. In addition, the San Diego service delivery area (SDA) uses a variety of innovative marketing techniques and training approaches to integrate job training and employment programs with the area's economic development activities.

RESULTS October 1, 1983-June 30, 1984: 200 participants placed in jobs through various economic development programs; 150 enrolled in training programs, (half in work preparation and half in classroom and on-the-job training.)

FUNDING October 1, 1983-June 30, 1984: Total Job Training Partnership Act (JTPA) grant - $12 million, Marketing budget (charged to training): $98,000.

TIME SPAN 1981-present

OUTLINE

Background Since 1981, some 4000 new jobs have been created through the activities of the San Diego Private Industry Council (PIC) and the Regional Employment and Training Consortium (RETC), by aligning job training efforts with the area's economic development initiatives. In recent years, San Diego has experienced an influx of high technology firms attracted by the availability of land and the quality of life. This growth began at a time when the shipbuilding and fishing industries -- two of the area's major employers -- were laying off large numbers of workers. Since, the laid-off workers did not have the appropriate skills for high tech jobs, the new firms hired skilled workers from outside the county or "pirated" them from other firms in the region. Hence, while the growth did nothing to improve the unemployment problems of San Diego citizens, the "pirating" caused artificial wage inflation.

RETC created an economic development unit in an attempt to serve both the labor force and the county's growth needs. It is the area's first formal structure linking local economic development agencies with RETC employment and training activities. Marketing plays a pivotal role in the success of this partnership.

Marketing Philosophy

The Consortium's employer-driven marketing strategy focuses on providing the private sector employer with a competitive and well-trained worker. RETC first identifies employers willing to hire trained workers for specific jobs, then selects participants to receive training that qualify them for the jobs.

Marketing Activities

A variety of mechanisms are used to market JTPA services to employers and to coordinate labor supply and demand.

PIC Involvement. The PIC board is one of the most valuable marketing resources available to RETC. The council members help the RETC staff develop marketing plans, and serve as specific employer representatives, describing JTPA services and benefits. They also address wider employer audiences, such as the Jaycees and Kiwanis, using a 10-minute audio-visual program on JTPA developed under contract for the PIC by a public relations firm.

Publicity. Donations finance the production of television and radio public service announcements (PSAs). For instance, a cable television company gave RETC free use of its studio to produce a PSA; the videotape for the announcement was donated by another firm.

Labor Market Information. While RETC conducts its own company-specific labor demand research, it relies on existing sources of data for area-wide labor market information. For example, the Consortium uses the results of formal surveys done by the state Employment Service. RETC also benefits from informal discussions among the PIC, chambers of commerce, and other interested parties regarding employment opportunities.

Job Hotlines. Special telephone numbers are set aside as "job hotlines" for employers. These hotlines provide information on special programs for dislocated workers, youth, and others.

Public Relations Contract. RETC contracts with a public relations firm to develop seminars describing the training programs, produce newsletters and press releases, run open houses for employers, and publicize an "employer-of-the-month." The public relations firm's mandate is to develop a professional image of RETC as the provider of quality training. The firm is assessing the effectiveness of its activities by conducting pre- and post-activity random sample surveys of employer attitudes. So far, the surveys indicate that the public relations activities have been valuable in creating a positive image of RETC, but they have not boosted job development. For that, an in-house sales staff is necessary.

Job Development. Two RETC staff members are responsible for job development. Before approaching companies, staff members conduct in-depth research by gathering information on their profit/earnings ratios, hiring patterns, and general economic health. This information is then entered into the RETC computer, which generates forecasts on labor demand, the cost of on-the-job training, classroom training expenses, and other vital statistics. The staff then sets up an appointment with the firm's controller, vice president for finance, or similar official. People in such positions have proven to be the best initial contacts, for they are most receptive to RETC programs and services. The RETC sales presentation generally begins with a discussion by RETC representatives about ways JTPA services can benefit the firm's bottom line. The representative also demonstrates knowledge of the company by introducing into the presentation the data that RETC collected on the company.

Tailored Training

The Consortium uses two approaches to tailor training to the employer's needs. The first is performance contracting with individual firms who do not have large training needs, and the second is developing training centers for large-scale area-wide training needs.

RETC considers using a consortium approach to develop cost-effective customized training when employers' needs cannot be met by an existing training agent, such as a community college. To begin, RETC brings together a group of firms from particular growth industries with similar employment needs and helps them form a consortium. While RETC is responsible for coordinating the development of the training program and setting up a center, it collaborates with the employers in designing, implementing, and evaluating the program. Companies often lend equipment and instructors to the center and agree to use it as their first source of recruitment. Electronic assemblers, machine operators, recreational vehicle repairers, and telephone interconnect installers have been trained in these centers.

PROGRESS

RETC's employer-driven model of marketing and providing JTPA services has had unexpected benefits. For instance, the microelectronics firms that had participated in a training consortium began using the center for upgrading as well as entry-level training and subsequently took over its operation. Now RETC subcontracts with those firms to train economically disadvantaged workers for entry-level jobs. In addition, by using performance contracts RETC stretches its training dollars further, and thereby serves more firms and participants.

The California Employment and Training Panel recently awarded $6 million to San Diego to use over the next three years for linking job training to economic development as a result of RETC's successful initiatives in marketing and implementing its programs.

PROBLEMS

Operating a full-scale marketing campaign with limited funds has been a major problem. However, by linking job development to training, a greater percentage of the JTPA grant could be allocated for marketing activities.

HINTS FOR SUCCESS

- Be aggessive in marketing JTPA services. Never assume that employers are not interested just because they do not know anything about JTPA. Take the time to educate them about JTPA's benefits.

- Research companies thoroughly before contacting employers. Know their labor needs and show them you understand their concerns. You will be taken more seriously.

- Offer to arrange customized training on a consortium basis when several employers have similar training needs which are not met by existing training sources.
- Focus on the money that JTPA programs can save employers.
- Consider using performance contracts.

CONTACT

Mr. Steve Plunk
Program Development Specialist
Regional Employment and Training Consortium
P.O. Box 2072
San Diego, CA 92112
(619) 238-1445

National
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Bulletin

#N4-563

August 1984

WORK UNLIMITED, Albuquerque, New Mexico

OPERATORS Work Unlimited and Albuquerque/Bernalillo County Private Industry Council

SUMMARY Work Unlimited, a joint effort of the Albuquerque/Bernalillo County Private Industry Council and two city agencies, forges businesses, local government, and job seekers into a partnership to meet the training and employment needs of Bernalillo County, New Mexico. A sophisticated marketing approach conveys Work Unlimited's theme, "Assisting Your Business is Our Business," to the employer community. Using a variety of targeted outreach mechanisms, Work Unlimited also markets its services to economically disadvantaged persons, dislocated workers, youth, and other job seekers in Albuquerque and Bernalillo County.

RESULTS October 1, 1983-June 30, 1984: 756 participants placed in jobs and 243 enrolled in on-the-job training, doubling the county's level of activity compared to the equivalent time period of FY 1983.

FUNDING October 1, 1983-June 30, 1984: $56,430 ($20,000 - Community Development Block Grant funds; $36,430 from Job Training Partnership Act funds, Titles II and III); $75,000 in-kind contributions from a local television station for public service announcements; and $7,000 in-kind contribution from local utility companies for mass mailings.

TIME SPAN October 1, 1983 - June 30, 1984

OUTLINE

Background Established in 1979, the Albuquerque/Bernalillo County Private Industry Council (PIC) was one of the nation's first PICs. The PIC composition today resembles that of 1979, with several of the original members still serving. From the beginning the PIC involved local businesses in policy development and program design for its training activities, which are geared to meet the hiring needs of local employers.

During FY 1983, the PIC defined new objectives for the upcoming year, including: the development of a new name and new approach for delivering training and employment services; the promotion of a new "business" image among employers; and the development of new products to serve employers' interests.

With the help of the mayor's Employment Development Office and the city's Jobs for Albuquerque Program, the PIC established Work Unlimited in October 1983 to market the Job Training Partnership Act's new image and services.

Marketing Philosophy

Work Unlimited's marketing strategy is based on the premise that businesses will use an organization that serves their interests. The marketing efforts are designed to inform employers about how Work Unlimited's services can enhance their businesses, help train employees, and increase their profits.

Work Unlimited stresses partnership among the private sector, local government, and nonprofit organizations. In program year 1984, (July 1, 1984-June 30, 1985) the agency plans to expand its marketing efforts to include coordination with various economic development agencies so that Work Unlimited can be aware early of new job opportunities resulting from economic development. Work Unlimited will offer to assist those agencies in meeting the training and hiring needs of new and expanding businesses.

Marketing Activities

Work Unlimited uses a variety of mechanisms to market its services to employers and to coordinate labor supply and demand.

PIC Marketing Committee. During its first six weeks of operation the PIC Marketing Committee met twice a week to polish Work Unlimited's new business image, to determine what services could be offered to employers, to plan how to package the agency's promotional materials, and to organize a major kick-off event to formally initiate its new program. Headed by a marketing manager from AT&T, the Marketing Committee now meets once each month, planning ways to keep Work Unlimited in the public eye.

Business Image. The first goal of Work Unlimited's public relations campaign was to create a positive business image for publicly funded job training programs. Staff job titles changed to correspond with occupational titles in the private sector and the agency redesigned its promotional materials to emphasize services to business. At the same time, Work Unlimited's marketing staff was careful not to produce overly expensive promotional materials which could have given the impression that government funds were being used unwisely.

Business Assistance Tool Kit. One of the first promotional products developed by Work Unlimited was its business assistance tool kit, a portfolio in eye-catching red and black that provides employers with comprehensive information. The tool kit offers a brochure on Work Unlimited services which stresses the theme, "Assisting Your Business is Our Business;" pamphlets on the Targeted Jobs Tax Credit and the Job Training Partnership Act; fact sheets on hiring incentives and on state and federal programs such as the business development corporation, the industrial and agricultural finance authority, and industrial revenue bonds.

Market Research. Using JTPA Title II administrative funds, Work Unlimited's marketing staff conducted a telephone survey of nearly 2,100 employers and convened a series of small focus groups of employers and employment program operators. By reviewing available demographic data and the city's lists of new building permits, new occupational licenses, and capital improvement projects, the marketing staff identified employers who would be seeking new hires.

Kick-off Event. The PIC Marketing Committee organized a large public meeting to formally introduce the services of Work Unlimited. Drawing 300 employers, Work Unlimited held the hour-long kick-off in December 1983. During the meeting staff members briefed the business representatives on JTPA training programs and related tax benefits. A reception followed, during which PIC account representatives wore "Ask Me" buttons to encourage employers to inquire about how the training programs could specifically benefit their companies.

Use of Ad Agency. The PIC Marketing Committee hired an ad agency to refine Work Unlimited's business image, to redesign the brochures, and to develop a display booth for use at conferences and meetings. The ad agency is currently developing two slide presentations for Work Unlimited as well as a documentary for the city cable television station.

Promotional Materials. A variety of promotional materials supplement the Business Assistance Tool Kit. Local television station KOB selected Work Unlimited as a community service project, contributing an estimated $75,000 in in-kind contributions for the production of public service announcements featuring employer testimonials. Public service announcements on radio aim at recruiting potential trainees. Work Unlimited also uses busboards, billboards, an employer hotline, and advertisements in business journals and newspapers to publicize the program. In addition, the PIC convinced utility companies to include flyers advertising PIC services in water, gas, and electric bill mailings.

Targeted Client Outreach. Work Unlimited's experience has shown that, out of eight job seekers inquiring about a specific job order, approximately one is qualified. Since the agency promises employers three qualified referrals for each job order they list, targeted client outreach became a necessary element of the marketing campaign. In November and December, Work Unlimited initiated a three-week concentrated television campaign to educate the public about new Job Training Partnership Act services and to increase Work Unlimited's client pool. The campaign doubled the number of applicants to Work Unlimited.

In January 1984 Work Unlimited's public service announcements targeted youth and other job seekers interested in clerical positions. (Work Unlimited was working with a large firm to fill clerical openings in a customized training initiative.) The number of young applicants and clerical trainee applicants doubled as a result of the campaign. In early March Work Unlimited enlisted labor unions and businesses which had closed, to identify dislocated workers for enrollment in the job training program. Work Unlimited achieved a high response from qualified dislocated worker applicants as a result of the targeted recruitment campaign. The agency is also active in "Youth Force," a consolidated campaign which provides targeted outreach for youth through Work Unlimited, the chamber of commerce, and the New Mexico Employment Service. Twenty-one other youth organizations and agencies serving youth are used to identify potential youth applicants to Work Unlimited.

Marketing Staff. Work Unlimited's marketing staff consists of three full-time staff members and three part-time interns. The marketing staff conducts its own marketing surveys and implements the PIC Marketing Committee's marketing strategies and public information program, including communication with the media, preparation of scripts for slide shows, staff support to the television and radio stations airing public service announcements, and assistance to the ad agency. The program also employs five account representatives who are assigned to different sections of the city. The account representatives serve as a sales force with the information necessary to link capable clients to the needs of employers.

PROGRESS

Work Unlimited's marketing efforts have increased the number of qualified applicants and more than tripled the number of on-the-job training placements for the employment program. In addition, the agency estimates that it is very close to reaching its goal of placing 80% of its participants in private sector jobs.

PROBLEMS

Because of Work Unlimited's successful marketing effort to businesses, employers increasingly expect the staff to be able to fill positions with qualified candidates in a shorter period of time. The staff has also had difficulty designing a special marketing campaign to recruit young people to the program. This is particularly important because of the high percentage of Job Training Partnership Act funds allocated for youth. To correct this situation, Work Unlimited plans to set up an information booth at the New Mexico state fair in September 1984, to target out of school youth in particular. Plans also call for increased coordination with agencies providing direct service to young persons, as a source of young applicants.

HINTS FOR SUCCESS

- o Develop a strong partnership among government, the private sector, and nonprofit organizations. The entities should share equally, but must also maintain their own individual roles.
- o Define marketing goals and objectives; develop an established budget for marketing.
- o Conduct an in-depth labor market survey to identify employer needs and develop a strong management information system to keep track of program progress.
- o Generate high quality materials for distribution to participants, employers, and the media.

PRODUCTS

Contact the program operator for a free sample of the business assistance tool kit and annual marketing and JTPA reports.

CONTACT

Mr. Will Hoffman
Public Information Officer
Work Unlimited
1701 4th Street, S.W.
Albuquerque, New Mexico 87102
(505) 766-7200

National
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Business

Bulletin

N4-465

August 1984

GREENSBORO/GUILFORD COUNTY/HIGH POINT PRIVATE INDUSTRY COUNCIL MARKETING PROGRAM, Greensboro, North Carolina

OPERATOR Piedmont Triad Advertising Federation

SUMMARY In September 1982, the Piedmont Triad Advertising Federation, composed of public relations, advertising, and media executives, donated marketing services to the local private industry council (PIC) to enhance the implementation of the Job Training Partnership Act (JTPA). The Federation developed a marketing plan, four 30-second television commercials, two 30-second radio spots, a logo design for marketing materials, a four-color billboard, and a brochure to target small businesses and large corporations. Federation members also designed a newsletter for distribution to the business community. Estimated donated services and media time for public service announcements total more than $200,000.

RESULTS The University of North Carolina/Greensboro conducted a survey in October and November 1983 to assess the effectiveness of the marketing campaign. The survey indicated that employer awareness of the private industry council had increased by 30 percent.

FUNDING October 1, 1982 - Sept, 30, 1983: $20,000 Comprehensive Employment Training Act (CETA), Title IIB.

Oct. 1, 1984 - June 30, 1984: $40,000 Private Industry Council Planning Grant, from which $7,000 was used for marketing expenses.

From September 1982 to present, donated Federation staff time, billboard space, and media time for television and radio commercials estimated at over $200,000.

TIME SPAN September 1982 - present

OUTLINE

Background The Piedmont Triad Advertising Federation was established in 1949 as a local affiliate of the American Advertising Federation. Its roughly 100 members include advertising agency employees, marketing professionals, corporate public relations personnel, media representatives, and film producers.

In 1981 the Federation Board of Directors decided that each year the organization would undertake a public service project, to which members would donate their services and expertise in public relations. To qualify for services, a project must be nonprofit, apolitical, and of benefit to the local community. In addition, the client must have a budget to cover production costs such as printing. In early 1982, the Greensboro/Guilford County/High Point PIC requested that it be considered for a Federation project and in September of that year became the Federation's second annual public service client.

A marketing plan, directed at influential small business leaders and chief executive officers of large corporations, was developed by the Federation and approved by the PIC. The plan's objectives included establishing in 30 percent of the target audience an awareness of the PIC as a positive and productive economic entity; selling business on the benefits of PIC programs, such as tax credits and better qualified employees; increasing job placement by 10 percent in fiscal year 1983; and establishing a program to maintain business awareness and support of PIC programs.

Marketing Materials

Television commercials. The advertising federation produced four 30-second color commercials on the theme "PIC: A Living Resource That Works." Three of these show slice-of-life scenarios with successful PIC trainees. Another commercial introduces the PIC itself. To counteract business' tendency to associate government programs with red tape, the commercial features an egg swathed in red tape that slowly unwraps as the PIC logo hatches from the egg. All four commercials ran frequently on five local television stations. Bouvier Cecil Associates, an advertising firm, did marketing and production work. Sterling Advertising, the in-house advertising firm for Lowes hardware chain, contributed media relations services.

Radio Commercials. Volunteers from the Federation also produced two 30-second radio spots that are variations of the television commercial that introduces the PIC. These have run as public service announcements on 15 local radio stations.

Brochures. Advertising Federation volunteers also developed a brochure to be used as a marketing follow-up to the television and radio commercials. The four-page document explains what the PIC is, the benefits it offers to business, and where to call for more information. Ten thousand copies were ready for distribution in May 1984.

Billboards. A four-color billboard echoed the theme used in the television spots. It showed red tape unwrapping from an egg, highlighting the message "PIC: A Living Resource That Works," and gives the PIC's phone number. The Naegle Outdoor Advertising Company donated space on ten billboards.

Newsletter. Following guidelines set by the PIC, Advertising Federation volunteers designed a newsletter, called Working Resources, for distribution in the business community. Standard sections include case histories of trainees and employers' views of their successes (called "PIC Works"); information on legislation and summer jobs; news briefs; a council report; a staff report; a job file listing individuals available for work and their skills; and a feature story, such as an in-depth look at training.

PROGRESS

Though the PIC marketing campaign officially ended in September 1983, the PIC plans to produce an audio-visual presentation for PIC staff to use for sales calls and at civic clubs and other business meetings.

Bouvier Cecil Associates is now consulting with the PIC staff on strategies for the second cycle of the campaign, to begin in early summer 1984.

In the second cycle, the PIC staff intends to distribute the newsletter, Working Resources, to the business community as a supplement to the television and radio commercials, billboards, and sales calls by PIC staff.

Finally, to aid in follow-up sales visits, plans call for the PIC staff to receive communications and public relations training.

PROBLEMS

Because Piedmont Triad Advertising Federation members volunteered their services, not all marketing materials could be completed in time for an effective follow-up to the television, radio, and billboard campaigns. In addition, a change of PIC directors at the time of the Job Training Partnership Act transition hindered staff follow-up. The PIC, however, is now beginning a second cycle of the campaign using the same marketing materials, to be followed by staff sales calls on employers.

HINTS FOR SUCCESS

- Contact the local advertising federation for help; its members are experts in marketing and may be willing to donate their services.
- Use a detailed marketing plan that includes follow-up activities.
- Allow for flexible deadlines when working with volunteers.
- Have a budget to cover out-of-pocket expenses such as printing.
- Include an active marketing role for PIC members, who, as peers of the target audience, can call on employers, participate in awareness days, and fill speaking engagements to business organizations.

PRODUCTS

Copies of the brochure and newsletter Working Resources, are available from the PIC.

CONTACTS

Mr. Louis M. Bouvier, President
Bouvier Cecil Associates
1400 Battleground Avenue
Greensboro, NC 27408
(919) 373-8700

Ms. Lillian Plummer
Director, PIC Office
Drawer W-2, City of Greensboro
Greensboro, NC 27402
(919) 373-2070

National
Alliance of
Business

Bulletin

#N4-278

September 1981
Revised August 1984

MARKETING ON-THE-JOB TRAINING AGREEMENTS, Dallas, Texas

OPERATOR The Dallas Alliance of Business

SUMMARY The Dallas Alliance of Business' on-the-job training (OJT) program makes federally subsidized on-the-job training contracts easier for employers to use and more adaptable to the special needs of small businesses and individual clients. The program markets OJT performance contracts to diverse employers as a way to hire pre-screened employees while lowering training costs. The Dallas project uses condensed OJT contract forms which reduce the time required to implement the agreements. The staff conducts a comprehensive marketing effort to inform employers about on-the-job training opportunities and persuade them to take advantage of the wage reimbursements and tax credits available through OJT contracts. Both the marketing activities and the efficient contract procedures make it possible to place participants in training positions with small and medium-sized businesses.

RESULTS October 1, 1982-September 30, 1983: Placement goal 180; placed 205.
October 1, 1983-June 30, 1984: Enrollment goal: 132; enrolled 139; placed 102.

FUNDING October 1, 1982-September 30, 1983: $131,992 Comprehensive Employment and Training Act Title II B.

October 1, 1983-June 30, 1984: $300,000 Job Training Partnership Act Title IIA.

July 1, 1984-June 30, 1985: $375,000 Job Training Partnership Act Title IIA.

TIME SPAN January 1979-present

OUTLINE

Background In December 1978, the National Alliance of Business entered into a contract with the City of Dallas to market on-the-job training contracts and place clients in training positions. The Dallas Alliance of Business acted as the local contract marketing representative. Under the OJT contracts, the employer received reimbursement for up to 50 percent of a new employee's wage during a training period usually lasting from one to four months. The reimbursement encouraged the employer to hire and train disadvantaged employees who may not otherwise have been considered for those positions.

Because the lengthy contracts and time-consuming procedures hindered employer involvement, the Dallas Alliance's director revised the contract, shortened the process, and initiated a plan to market OJTs to large and small employers. He made initial changes and modifications in the contract and, in 1979, started developing more extensive revisions in conjunction with the National Alliance of Business. He further simplified the OJT process by hiring contract service representatives to work directly with employers, explaining OJT and tax credit options, negotiating contracts, referring clients, and monitoring agreements.

Transition to JTPA

In the transition from the Comprehensive Employment and Training Act to the Job Training Partnership Act, the Dallas Alliance switched from cost reimbursement to performance contracting. The new OJT contracts call for a payment of $1700 per placement and no payment for any other costs. In addition, the Dallas Alliance further streamlined the contract process, making it possible for an OJT contract to be signed at the time of the contract service representative's first visit with the employer. The form is one page long with attachments for job descriptions only.

Marketing

The marketing campaign covers the City of Dallas and its diverse business community, including industries such as oil and gas, manufacturing, insurance, banking, law, research and development, and electronics. Over 90 percent of the businesses are small (up to 200 employees) and medium-sized (200 to 500 employees). In preparing the original marketing plan for the OJT project, the Dallas Alliance staff and the Dallas Chamber of Commerce jointly conducted an in-depth labor market survey, which included information from the local bureau of labor statistics, businesses, associations, and relevant data bases.

The Alliance coordinated its OJT marketing plan with the city's overall employment and training plan. The program director serves on an advisory committee which meets with the Private Industry Council (PIC) each year to study local employment conditions and formulate the annual employment and training plan.

The marketing plan targets small businesses which offer participants an opportunity to learn a skilled craft or trade. Many are placed in traditional OJT positions as construction workers, electronic assemblers, and clerical workers. Others are placed in more unusual fields such as custom boot carrier making, dog grooming, floral designing, drapery making, interior designing, cabinet making, and tax consulting.

Though few of the participating employers have formal apprenticeship programs, they offer training which enables the trainee to become skilled over a period of time. Training plans include entry-level and, in some cases, advanced job skills.

Implementation

Three contract service representatives market OJT contracts and identify, develop, and screen eligible participants for positions. All participants are certified as eligible for Job Training Partnership Act (JTPA) services before they are placed. Contract service representatives earn salary incentives and bonuses if they exceed placement goals or maintain low placement costs. Service representatives use a variety of marketing techniques to stimulate employer interest.

Personal Visits to Employers. The contract service representatives meet with employers to explain the OJT contracts and to discuss personnel needs. If an employer agrees to accept an OJT contract, the service representative writes a brief job description, distributes it to other service representatives, and begins screening clients for interviews. Once a client is selected for the position, the service representative writes the contract and periodically visits the work site after the agreement has been signed.

Direct Mail. Contract service representatives send letters to business owners or personnel managers in designated geographical areas to explain the OJT project. They follow the letters with phone calls or personal visits to employers.

Telephone Solicitation. By watching for help wanted signs in the community, scanning the want ads, and monitoring area business developments which might stimulate growth in local businesses, service representatives identify employers who are hiring. They then call prospective employers to arrange an appointment to explain the OJT project.

Public Service and Paid Advertisements. The Dallas Alliance runs both paid and public service announcements on radio and television. The ads describe the program and encourage employers to call for additional information. The Dallas Alliance is also listed in the yellow pages of the telephone book under "Employment Consultants."

Presentations to Civic and Business Groups. The service representatives visit civic and business groups, such as the seven chambers of commerce in the Dallas metropolitan area, and explain OJT and tax credits to members, many of whom are small business owners.

Individualized Job Development. Service representatives work individually with JTPA clients who have special skills or employment requirements to identify training positions which meet their specific needs. After identifying a potential employer, the service representative either visits the employer or arranges an interview for a qualified client.

PROGRESS

In addition to streamlining the OJT contracting process and expanding its OJT activities, the Dallas Alliance offers a variety of other services. These include linkages for direct placement, classroom training, self-directed placement seminars, and specialized job fairs for specific industries. In conjunction with other business associations, it also conducts comprehensive labor market surveys for use in marketing plan development.

PROBLEMS

Initially there was some delay in reimbursing employers, but this process was streamlined along with the contracting process when administration moved in-house.

HINTS FOR SUCCESS

- Make sure the OJT contract and procedures are easy to understand and implement.
- Screen clients carefully before sending them for interviews. Employers who have hired successful employees through the OJT project are more likely to accept future referrals.

- Plan a marketing strategy suited to area employment conditions. A local labor market survey provides information necessary to formulate an effective marketing strategy.
- Make sure the OJT contract and procedures are flexible and can meet the individual needs of employers. Dallas staff members work with employers to design training plans, determine OJT length, and negotiate financial or non-financial agreements.
- Use a sales oriented marketing approach, with emphasis on using the informal network of business owners and managers in the community to pass the word to colleagues about OJT and tax credit options. A record of successful placements and a range of services tailored to employer needs are welcome messages within that network.

PRODUCTS Sample OJT contract forms and a specialized brochure on job interviewing for JTPA-eligible persons are available from the Dallas Alliance of Business.

CONTACT
Mr. Kerry Goodwin
Dallas Alliance of Business
4501 Lemmon Avenue
Dallas, TX 75219
(214) 528-6130

National
Alliance of
Business

Bulletin

#N4-404

December 1982
Revised August 1984

CHICAGO ALLIANCE OF BUSINESS EMPLOYMENT AND TRAINING, INC., Chicago, Illinois

OPERATORS Mayor's Office of Employment and Training; Cook County President's Office of Employment and Training; Northern Cook County Private Industry Council.

SUMMARY The Chicago Alliance of Business Employment and Training (CABET) operates youth, try-out employment, and dislocated worker programs, as well as a large, comprehensive on-the-job training (OJT) program for Chicago area businesses and economically disadvantaged residents of Chicago and Cook County. During the nine month period from October 1, 1983-June 30, 1984, CABET had over 1,000 OJT enrollments and worked with more than 300 businesses. CABET provides a full range of services, including recruitment, marketing, job development, placement, and follow-up. The staff is divided into teams according to funding source, geographic area, and program.

RESULTS October 1, 1983-June 30, 1984: 1000 OJT enrollments; 600 placements in unsubsidized employment.

FUNDING October 1, 1983-June 30, 1984: $3,100,000 combined Job Training Partnership Act and City of Chicago funding with $1,637,500 designated specifically for OJT.

COSTS	October 1, 1983-June 30, 1984:	per enrollee	$ 2,220
		per placement	$ 3,342

TIME SPAN 1976-present

OUTLINE CABET recruits economically disadvantaged applicants through newspaper advertisments and by referral from community based-organizations and social service agencies.

The application procedure serves as a screening mechanism. Referring agencies and advertisements instruct prospective candidates to call CABET for further information. They are mailed a packet which includes an application and an assignment to find job leads in the newspaper, do research at the library, or talk with others to obtain career information. The packet also tells the applicant what documents are required during the interview to verify Job Training Partnership Act (JTPA) eligibility.

After completing the application and the assignment, and assembling the necessary documents, candidates schedule an interview with a CABET counselor. The counselor uses the application and assignment to evaluate reading and writing skills as well as to assess interest and motivation for finding employment. During this meeting, previous work experience, specific skills, and available training opportunities are discussed. After the interview, the counselor refers qualified candidates to jobs identified in previously negotiated on-the-job training agreements.

Marketing and Job Development

Marketing and job development activities are spread between two teams, with the team size based on the size of the contract. Each team is assigned a specific geographic area and takes responsibility for recruiting, counseling, marketing, placement, and follow-up within this area. Training candidates are assigned to teams according to where they live. The same team interviews, places, and monitors the people assigned to it. This system enables each team to become familiar with the local referral agencies for CABET participants and to target job development to industrial and manufacturing areas most likely to yield entry-level positions.

General marketing activities include telemarketing, employer visits, mass mailings of marketing packets, public presentations, and attending meetings of chambers of commerce and other business organizations. The staff uses industrial maps and manufacturing and business directories to target companies.

During an initial sales call, the CABET contract manager explains the program to management. After completing the call, marketing records are updated to indicate which employers are interested, and which to contact in the future.

PROGRESS

During the next two years, CABET intends to be more heavily involved in providing services to youth and dislocated workers due to increased JTPA funding in these areas.

HINTS FOR SUCCESS

- Approach businesses on a business-to-business level, not as a social service agency with a worthy project.
- Have a serious marketing plan which is followed, updated, and thoroughly utilized.
- Use telemarketing leads, but follow up with personal calls. Nothing replaces face-to-face visits.
- Target marketing efforts to geographic areas most likely to result in training opportunities.

PRODUCTS

A copy of CABET's marketing packet is available from the program operator.

CONTACT

Ms. Frances J. Shub
Deputy Executive Director
Chicago Alliance of Business Employment
and Training, Inc.
201 North Wells Street
Chicago, Illinois 60606
(312) 782-3726

National
Alliance of
Business

Bulletin

#N4-248

June 1981
Revised June 1984

1982 NAB AWARD WINNER

AKRON/SUMMIT/MEDINA PRIVATE INDUSTRY COUNCIL MARKETING PROFILE, Akron, Ohio

OPERATOR Akron/Summit/Medina Private Industry Council

SUMMARY The Akron/Summit/Medina Private Industry Council's 1984 marketing campaign was designed to increase the placement of private industry council (PIC) clients, improve local business awareness and understanding of PIC services, and enhance the involvement of the full PIC membership in marketing efforts.

RESULTS Oct. 1, 1982-Sept. 30, 1983: 2,260 Comprehensive Employment and Training Act (CETA) participants served; 454 placed in jobs.

Oct. 1, 1983-June 30, 1984: 1,245 Job Training Partnership Act (JTPA) participants served; 458 placed in jobs.

FUNDING Oct. 1, 1982-Sept. 30, 1983: $125,000 marketing budget from CETA Employment Generating Services funds.

Oct. 1, 1983-June 30, 1984: $25,000 marketing budget from administration funds in the JTPA grant.

TIME SPAN 1980-present

OUTLINE

Background The Akron/Summit/Medina PIC began its marketing effort in 1980, soon after the PIC was first established. Two elements comprised that initial marketing strategy: a job development component, encouraging local businesses to use government funds to train and employ disadvantaged people; and an economic development component aimed at attracting new businesses which would diversify Akron's rubber-dependent industrial base. PIC members expected both elements to improve employment opportunities for disadvantaged residents.

The job development component of the PIC's marketing campaign centered on the Targeted Jobs Tax Credit and also highlighted pre-employment training, occupational skill training, and on-the-job training. As a pivotal part of the campaign, PIC members encouraged local employers to hire PIC trainees. To accomplish its economic development marketing goals, the PIC worked with local economic development agencies, the Akron Regional Development Board, and other groups to convince U.S. and foreign firms to expand or relocate in the area.

Using CETA employment generating funds, the PIC hired a professional agency to perform its marketing services. That agency organized press conferences, direct mail campaigns, advertisements in U.S. and foreign publications, and other promotional activities such as an employer hotline, and business breakfasts. The PIC also commissioned the University of Akron to run a labor market survey, which was used as a guide for program and marketing development.

Over the years, the PIC has worked closely with businesses, community representatives, and local educational and regional development agencies to help plan and implement marketing activities, present career exploration programs, and develop and support skill training. Because of its outstanding work in these areas, the PIC received a National Alliance of Business Annual Award in 1982.

The Transition to JTPA

In making the transition to the Job Training Partnership Act, the Akron/Summit/Medina Private Industry Council faced serious budget cuts and consequently re-focused its programmatic and marketing strategies. These activities now emphasize targeted objectives for placing JTPA participants in jobs rather than broader economic development activities. Yet because the PIC's marketing was so effective in the past, many of the advertising and public relations activities continue, albeit on a shoe-string budget. Having worked with a professional marketing agency, PIC staff members developed a sophisticated understanding of marketing that now enables them to carry out several of their public relations initiatives in-house, at considerable savings. The PIC still uses its marketing agency to a reduced extent, on a consulting basis.

Marketing Activities

During FY 1984, the PIC reduced its marketing expenses by using less paid publicity and relying more on public service announcements and help from its members. The PIC Marketing Committee developed an outline and a budget of the public relations services to be provided. It has final authority for approving all marketing activities and has directed the staff to focus the program around three objectives: placing PIC trainees; increasing local business awareness and understanding of PIC services; and involving the full PIC membership in marketing efforts. The following form the core of the PIC's marketing program.

Newsletters. In the past, the PIC sent newsletters spotlighting employer involvement and program successes to area businesses on a regular basis. Though the newsletters proved effective, the PIC cut costs by reducing their frequency to one or two issues a year.

Speakers Program. PIC members and local elected officials volunteer to speak to various business organizations about JTPA services. These speakers address business luncheons (dubbed "PICnics") attended by representatives of other companies invited by the PIC to learn how PIC programs aid business.

Business Connection. Once a year, the PIC runs a one-day event called the "Business Connection," featuring nationally recognized small business experts and workshops on finance, sales, marketing, personnel, international trade, technology, business planning, and PIC services. Over 1,000 small business representatives have attended the workshops since its inception three years ago. This year, the PIC sponsored a similar event, called "In Search of Excellence, Tips and Tactics for Small Business," but shared costs with the Akron Regional Development Board.

Dislocated Worker Program. The PIC relies on public service announcements, posters, and fact sheets to reach and recruit displaced workers for its new retraining programs. Ohio awarded the PIC a JTPA Title III grant of $500,000 to work with three companies in the Akron area facing major layoffs. Both management and unions helped the PIC distribute program fact sheets to workers who had been laid off, and area churches, neighborhood groups, and stores displayed posters about the program.

Youth Programs. Special public relations initiatives highlight the Youth Motivation Task Force, a cooperative business/government effort to provide career education for elementary and junior high school students. Targeted direct mail and limited paid advertisements were used to promote the PIC's summer youth programs as well as its private sector youth programs.

Labor Market Study. The PIC's labor market study, completed in 1981, indicated that the traditionally blue collar employment base in Akron was diminishing, primarily due to a decline in the rubber industry. The results showed, however, that Summit and Medina Counties were growing, and their business mix was changing from a city-based industrial economy to a suburban service and technical economy. Based on these results, the PIC determined its program and marketing strategy. Last year the PIC updated its labor market study by conducting a survey on hiring practices in the area. Given funding cutbacks, no further labor market studies are anticipated. The PIC will use existing data from Employment Service studies, local university research, and state resources to help plan future marketing strategies.

STAFF

Two PIC staff members have lead responsibility for implementing the marketing activities, although each has other duties as well. They plan and attend high-visibility functions to spread the word about JTPA in addition to spearheading the PIC's marketing activities described earlier. Other staff members provide support as needed.

PROGRESS

Over the years, the PIC staff has learned much about marketing by continuing to work closely with their professional marketing firm. The staff's expertise has enabled the PIC to maintain an active marketing program, despite drastic budget cuts.

PROBLEMS

Because the PIC charges its marketing costs to its JTPA administrative funds, and because those funds are very limited, it is extremely difficult to mount full-fledged marketing efforts. The staff has attempted to stretch marketing dollars by charging some of its printing costs to training, where allowable. For instance, part of the newsletter printing cost is charged to Title III because it serves as public relations for the retraining programs. Printing costs of materials for the summer youth program, including the Targeted Jobs Tax Credit, are charged to the summer youth program.

The PIC is convinced that marketing is an important part of its program. PIC members and staff believe there is much more they could do, with additional resources.

HINTS FOR SUCCESS

- Get professional assistance. If the budget does not allow hiring an agency, attend workshops on marketing sponsored by business groups such as the chamber of commerce.
- Focus your efforts; don't undertake too much at once. Something not done well will have more negative impact than not doing anything at all. Try to anticipate the pitfalls before you begin.
- Train the staff responsible for conducting the marketing activities, and make sure you have the full support of PIC members.

PRODUCTS Brochures and newsletters are available from the PIC coordinator.

CONTACT

Ms. Bette Levinson
PIC Coordinator
Akron/Summit/Medina Private
Industry Council
306 Quaker Square
Akron, Ohio 44308
(216) 253-4800

National
Alliance of
Business

Bulletin

#N4-236

May 1981
Revised August 1984

STARTERS, Baltimore, Maryland

OPERATORS Starters and the Baltimore Metropolitan Manpower Consortium (City of Baltimore and Anne Arundel, Carroll, and Howard Counties); program administrator: Manpower Resources, Division of Baltimore Neighborhood Progress Administration.

SUMMARY Starters provides information pertaining to job applicants, on-the-job training, customized training, and tax credits to new and expanding firms, and to firms located in designated enterprise zones, as part of Baltimore's economic development initiative. A 12-person in-house sales team conducts marketing activities, supported by the Consortium's advertising agency. Job developers assigned to the Consortium's intake centers in specific locales serve as a secondary marketing force.

RESULTS Oct. 1, 1983-Sept. 30, 1983: On-the-job training placements 150; Direct placements 1200.

Oct. 1, 1983-June 30, 1984: On-the-job training placements 210; Direct placements 800.

FUNDING Oct. 1, 1983-June 30, 1984: $550,000 combined Job Training Partnership Act (JTPA) Title IIA and City of Baltimore funding for operating costs; $350,000 JTPA Title IIA for on-the-job training programs.

TIME SPAN 1980-present

OUTLINE

Background The private industry council (PIC) marketing subcommittee, in conjunction with the Baltimore Consortium, developed Starters in the fall of 1980 to provide companies with a centralized place to inquire about training programs, place job orders, and find qualified applicants for job interviews. Beginning in October 1983, Starters expanded its services to include on-the-job and customized training for new and expanding businesses as part of a JTPA/economic development initiative. On-the-job training agreements allowed Starters to reimburse employers for up to 50% of a JTPA-eligible worker's wages to cover training expenses. Using customized training, Starters could offer training to prepare workers for jobs with a specific employer or industrial group.

Sales Force and Incentive System

The Starters staff consists of 20 persons, 12 of whom serve as a sales force. Each sales force member concentrates on one of two different product lines -- direct placement or on-the-job training. A sales incentive system boosts sales for each product line. On a quarterly basis, the sales staff receive bonuses for outstanding performance based on volume of sales. The five bonus levels are $125, $250, $450, $700, and $1,000. The OJT sales staff is also eligible for annual bonuses, based on the quality of the OJT placement which is determined by the number of trainees hired at the end of the OJT period. These bonuses are not an automatic part of compensation. They must be earned by outstanding performance as defined by specific criteria.

Because cooperation, rather than competition, is crucial in this line of sales, the bonus system rewards division performance rather than individual achievement. An entire division benefits from the bonus, including the clerical staff, who provide crucial support for the sales persons. The clerical staff receive a percentage of the bonus awarded to the sales staff.

Most of the sales staff come to Starters with three years of sales experience and two years of job placement experience. In addition, they receive in-house training on Starters' philosophical and operational approaches. Refresher courses on sales techniques are contributed by outside consultants such as the Xerox Corporation.

Public Relations Advertising Agency

Starters relies heavily on the assistance of a professional agency for the advertising and public relations components of its marketing activities. Most of the publicity builds on the recognition of Starters name -- over the years Starters has established itself as a reliable business service center. In addition, advertising has always focused on the products and services offered, rather than on Starters' relation to the federally-funded employment and training system.

Marketing Activities

Starters' comprehensive marketing program includes: direct mail to employers; advertisements in a variety of media; feature articles in trade magazines; newsletters sent to 10,000 area employers; a speakers bureau, including slide shows; exhibits at trade shows; public service announcements; radio and television talk shows and local program specials; and sales staff outreach to employers.

While Starters is a consortium-wide marketing initiative, other smaller marketing efforts take place and serve as valuable complements to Starters activities. For example, job developers in the local intake centers provide an extensive job lead network and service delivery area employer surveys provide excellent labor market information.

Starters uses the labor market information to decide how to position itself in the employer community and to monitor the job placement and retention rates of local employers. In addition, the Consortium as a whole relies heavily on performance contracting as a means of marketing. Training contractors must market and place a specified percentage of their graduates in private sector jobs in order to receive full payment for services.

PROGRESS Since its inception, Starters has experienced strong growth in the number of businesses using its services for the first time and in repeat service from satisfied businesses.

PROBLEMS Starters spent considerable effort countering the public's negative perception of earlier publicly-funded job training programs. The limited money available for marketing under JTPA continues to inhibit the Starters program.

HINTS FOR SUCCESS

- Operate like a business; provide the customer with the desired product when it is most needed. The speed of response to employer requests is the key to growth.
- Develop a bonus system as an incentive to increase sales staff performance levels.
- In marketing, emphasize the products and benefits of JTPA, not its emphasis on public policy goals.
- Provide a realistic picture of what you can offer to businesses -- don't oversell.
- Develop and provide in-house training for staff to help them obtain the best possible match between employer needs and participants skills.

PRODUCTS Brochures and sample newsletters are available upon request.

CONTACT

Mr. Don Sharpe
General Manager
Starters
716 E. Pratt Street
(301) 539-7880

Bibliography and Selected Reviews

> Marketing is a disciplined, managerial approach to creating, building, and maintaining mutually beneficial exchange relationships with target markets. It consists of the organization analyzing the needs, perceptions, and preferences of target markets as the basis of effective program design, communication, pricing and service.
>
> Philip Kotler

The annotated bibliography and reviews that follow describe materials and resources which address each aspect of Philip Kotler's comprehensive definition of marketing. The documents contained in the bibliography, which explore the theory, techniques, and applications of marketing in nonprofit organizations, have been classified into three groupings:

- Selected References on Marketing Theory and Concepts
- Selected Case Studies and Applications of Marketing; and
- Selected Readings on Labor Market Information.

In addition, a fourth section of the bibliography describes "Other Marketing and Fundraising Resources." Included are brief descriptions of selected organizations that offer written materials and/or personal assistance in the areas of marketing and fundraising to nonprofit and public organizations.

Following the bibliography are reviews of two technical assistance guides which examine the publicity and public relations aspects of marketing in nonprofit organizations.

AN ANNOTATED BIBLIOGRAPHY ON MARKETING

Selected References on Marketing Theory and Concepts

Andreasen, Alan R. "Nonprofits: Check Your Attention to Customers." Harvard Business Review 60 (May-June 1982): 105-110.

The marketing function has achieved respectability among nonprofit organizations. However, the resources and effort devoted to this function frequently would yield better results if nonprofits were to shift from a product orientation to a customer orientation. The disadvantages and key indicators of a product orientation are discussed.

Bloom, Paul N. "Idea Marketing for Consumer Affairs." Public Relations Journal 40 (February 1984): 21-27.

Six principles of social marketing provide guidelines to practitioners who frequently encounter resistance to public service messages.

Delfin, Stephen. "Positive Media Coverage: Openness Is Key." Public Relations Journal 39 (July 1983): 8-9.

Public relations managers in nonprofit organizations should recognize that they may receive haphazard media coverage and that the media may search for examples of misconduct or mismanagement. Five principles of proactive media relations are provided.

Elam, Houston G., and Paley, Norman. Marketing for the Non-Marketing Executive. New York, NY: AMACOM Division of the American Management Associations, 1978.

Managers who are not part of the marketing staff in for-profit organizations frequently do not understand the operation of or the benefits that can result from an effective marketing department. The authors attempt to minimize this problem by describing marketing goals, plans, tools, and implementation strategies.

Hays, Richard D. "To Market, To Market." Training and Development Journal 38 (June 1984): 61-62.

Training directors frequently cannot implement program ideas because they lack support from top management. A market-oriented approach, in which management is viewed as the client whose needs must be accurately determined and effectively addressed, often will gain support because management will view the training effort as vital to its own goals.

Kotler, Philip. Marketing for Nonprofit Organizations. Englewood Cliffs, NJ: Prentice-Hall, 1982.

Marketing is defined as the analysis, planning, and implementation tasks required to achieve an organization's exchange objectives with its target markets. Using this definition, the concepts and tools applied to marketing in for-profit firms can be broadened for use in nonprofit organizations. The nature, role, and relevance of marketing in nonprofit organizations are explained. Strategic and tactical means of relating to target markets are discussed. The organizational and management structures that promote an effective marketing function within nonprofit organizations are described. Examples of marketing problems and solutions are provided.

Lambert, Clark. Field Selling Skills. New York, NY: John Wiley & Sons, 1981.
Selling is defined as "the process that brings about a desired change in behavior through persuasive techniques." Persuasive techniques, comprised of a series of planned questions, probes, and responses, are used to determine customer needs and rely on effective communications skills. Customer attitudes of acceptance, doubt, and objection are identified and appropriate sales responses are described. Techniques for both face-to-face and telephone selling situations are provided.

Lord, James Gregory. The Raising of Money. Cleveland, OH: Third Sector Press, 1983.
Thirty-five essential rules of fundraising are discussed. The guidelines are based upon the marketing concepts of client identification, need determination, and positioning.

Lovelock, Christopher H., and Weinberg, Charles B. Marketing for Public and Nonprofit Managers. New York, NY: John Wiley & Sons, 1984.
Without compromising their missions, resources, and environments, nonbusiness organizations can improve their effectiveness through the use of marketing concepts, tools, and strategies. The authors explain the role of marketing in both public and nonprofit sectors and examine the characteristics and attitudes of customers in these sectors. The determination of product mix and target audiences is outlined, and problems of distribution and delivery are discussed. The authors describe marketing plans, provide a summary of market research, and discuss the organization and implementation of a marketing program. The advantages and disadvantages of various types of marketing communications are explored, as are the means to attract resources such as in-kind contributions, volunteers, and funds.

Orr, Sam. "Marketing for Nonprofits: 'Buzz Word' or Good Idea?" The Grantsmanship Center News, November/December 1982, pp. 6-10.
Nonprofit organizations could benefit by adopting business concepts and techniques in the areas of marketing and organizational structure. However, the acceptance of these concepts will require modifications to management styles as well as additional staff effort in order to learn marketing principles, balance social needs, and distinguish between discrete marketing targets.

Selected Case Studies and Applications of Marketing in Nonprofit Organizations

Barndt, Denise. Marketing Employment and Training Programs to the Private Sector. Professional Training Institute Idea Paper No. 12. Ft. Lauderdale, FL: Florida Employment and Training Association/Professional Training Institute, June 1983.
The strategy and execution of the BETA Industry Council's marketing campaign to attract businesses to BETA's specialized training and referral services are described. Marketing tools included development incentives available to business under the Economic Recovery Tax Act of 1981, the Tax Equity and Fiscal Responsibility Act of 1982, and four incentive programs legislated in Florida. Appendices contain copies of an employer fact sheet for Florida enterprise zone tax

credits, a BETA voucher used to certify potential employees for state tax credits, and a computer program for calculating an employer's potential tax credits.

Bloom, Paul N., and Novelli, William D. "Problems and Challenges in Social Marketing." Journal of Marketing 45 (Spring 1981): 79-88.

The application of conventional marketing approaches to social programs can cause marketing problems that are unique to nonprofit and public organizations. If practitioners anticipate these problems, it is more likely that they can be solved creatively and logically. Eight problem areas frequently arise: market analysis problems; market segmentation problems; product strategy problems; pricing strategy problems; distribution problems; communications problems; organizational design and planning problems; and evaluation problems.

Brownrigg, W. Grant. Effective Corporate Fundraising. New York, NY: American Council for the Arts, 1982.

The essential steps of a successful fundraising effort are described in detail and by example. These steps include: building a case; developing documents; outlining a strategy; determining the proper scope and organization of the effort; developing campaign materials; making sales calls; and implementing the campaign. All examples focus on fundraising for the arts, but are applicable to any human relations fundraising effort.

Contact Center, Inc. Getting Yours: A Publicity and Funding Primer for Nonprofit and Voluntary Organizations. Lincoln, NE: Contact Center Inc., October 1983.

Guidelines and standards for obtaining media and non-media publicity as well as contract and foundation funding are provided. Examples of news releases, newsletters, posters, and other promotional materials are included. Conference planning and interagency coordination also are discussed.

Delfin, Stephen. "Alternatives to Donated Public Service Time." Public Relations Journal 40 (April 1984): 10-11.

The media are not required to donate public service air time to nonprofit groups. When donated, public service time frequently is not of the quality necessary for effective impact of the message. For these reasons, nonprofits should consider alternative means of advertising. Four alternatives are discussed.

Fine, Seymour. The Marketing of Ideas and Social Issues. New York, NY: Praeger Publishers, 1981.

Human problems can be resolved if innovative ideas and solutions are communicated effectively using marketing concepts and tools. Marketing strategies as well as the issues of price, communication, and distribution are applied to the marketing of ideas and social issues. Four case studies in social marketing are presented.

Fox, Karen F. A., and Kotler, Philip. "The Marketing of Social Causes: The First Ten Years." Journal of Marketing 44 (Fall 1980): 24-33.

On the tenth anniversary of the application of marketing concepts to social causes, an assessment of its nature, successes, limitations, and future is warranted. Social marketing has evolved into a process which requires research and the preparation of a strategy involving the four main components of traditional marketing -- product, price, place, and promotion. It is particularly applicable to situations which require countermarketing, activation, or the dissemination of new information. In its first ten years, social marketing has been applied successfully to the causes of family planning, prevention of heart disease, and other health issues. However, it has been criticized for its inappropriateness, its negative effect on traditional marketing, and its tendencies toward being manipulative and self serving. The future success of social marketing is dependent upon its not being viewed as a panacea and upon the willingness of practitioners to evaluate its effectiveness and disseminate the findings.

Hockaday, J. Warren. No News Is No News. Eureka, CA: Private Industry Council of Humboldt County, 1983.

To insure the success of their programs, JTPA administrators must establish continual and effective communications with local media outlets. The media has a need to cover job training activities because community residents have an interest in and are affected by employment and unemployment issues and problems. Guidelines for communicating with print, television, and radio reporters are provided.

Kotler, Philip. "Strategies for Introducing Marketing into Nonprofit Organizations." Journal of Marketing 43 (January 1979): 37-44.

The evolution of a marketing function in several types of nonprofit organizations is described. In many of these, the marketing function was viewed initially only as advertising or promotion, and was begun as a defense against declining enrollments, contributions, or membership. The author suggests a more systematic approach to introducing the marketing function into nonprofit organizations and discusses six alternative strategies.

Kotler, Philip; Ferrell, O.C.; and Lamb, Charles. Cases and Readings for Marketing for Nonprofit Organizations. Englewood Cliffs, NJ: Prentice-Hall, 1983.

Situational applications and case studies of social marketing in nonprofit and public sector organizations address six problem areas: understanding marketing; organizing marketing; analyzing marketing opportuntities; planning the marketing mix; attracting resources; and adopting marketing. Included are case studies of a PIC and of a District of Columbia summer youth program.

Ledingham, John A. "Have You Considered Cable Access Centers?" Public Relations Journal 40 (January 1984): 32.

Public access channels of local cable systems provide good public relations opportunities. The history and operation of cable access centers are described.

National Alliance of Business. Summer-Jobs-for-Youth Program Guide. Washington, DC: National Alliance of Business, February 1983.

Sections on "Public Relations" and "Recruitment" discuss and give examples of marketing techniques as they are applied to "selling" a summer-jobs-for-youth program.

Professional Training Institute, Inc. "Marketing the JTPA in Florida." Et Al. 2 (Summer 1983).

Twelve articles contained in this issue of the Professional Training Institute's (Florida) newsletter discuss applications of and problems involved in marketing the Job Training Partnership Act.

United Way. Creating a Media Resource Guide. Alexandria, VA: United Way, 1984.

This booklet provides instructions for organizing and updating a directory of media outlets, and preparing PSA's and other broadcast material.

Warmbrod, Catherine P., and Faddis, Constance R. Retraining and Upgrading Workers: A Guide for Postsecondary Educators. National Center for Research in Vocational Education Series in Research and Development, No. 235. Columbus, OH: National Center for Research in Vocational Education, The Ohio State University, 1983.

Through their programs to retrain and upgrade the skills of adult workers, postsecondary institutions can have a significant impact on local economic development and job opportunities. Case studies of programs at five postsecondary institutions in Pendleton, SC, Chicago, IL, Memphis, TN, Warren, MI, and Oklahoma City, OK are presented. A summary of barriers and solutions to the provision of customized training for business includes discussions of marketing approaches and the problems of occupational forecasting.

Selected Readings on Labor Market Information

Connelly, Catherine, and Saxton, Stephen. How to Develop and Use Labor Market Information in Local Occupational Program Planning: A Guide for Local Planners. Sacramento, CA: California Occupational Information Coordinating Committee, December 1982.

Labor market information is defined and a process for its development and application to local planning is outlined. The process includes four major phases: list creation, in which a planning list of occupational titles is created on the basis of assessments of local needs and reviews of employment trends; list refinement, in which the initial title list is modified to include only those occupations that warrant further assessment and in which potential programs are identified based on common occupational skill requirements; labor market assessment, in which national and local sources of information are used to finalize the list of occupations for which programs will be developed; and program design.

Ganzglas, Evelyn. Identified LMI Data Gaps and Suggested Solutions. Washington, DC: National Governors' Association, March 6, 1984.

Gaps in four major types of labor market information used by SDAs for the first full planning cycle of JTPA are identified. These include population, labor force, welfare, and local data. The solutions that states have used to overcome these gaps are described. Data sources, methodologies, results, and limitations for each solution are presented.

National Governors' Association. "Labor Market Information." *Implementing the Job Training Partnership Act, Information Exchange No. 2*. Washington, DC: National Governors' Association, January 1983.

Copies of Executive Orders from Maine, Idaho, and New Jersey which designate an organizational unit to oversee and manage a comprehensive statewide labor market and occupational supply and demand information system are included. The designation of such a unit by the Governor is required by Section 125 of JTPA.

__________. "LMI Data Requirements." *Implementing the Job Training Partnership Act, Information Exchange No. 6*. Washington, DC: National Governors' Association, February 15, 1983.

Brief descriptions of 35 types of labor market information data required by JTPA are included.

__________. "Managing Information at the State Level: Opportunity and Challenge." *Implementing the Job Training Partnership Act. Policy Paper No. 4*. Washington, DC: National Governors' Association, March 1983.

Under the Job Training Partnership Act, states are directly responsible for collecting, processing and disseminating employment related information, and for utilizing that information to plan, conduct, and evaluate JTPA activities. These functions, which previously have not been assigned to states, require the enhancement or development of systems to: collect demographic, employment, and wage data; track individual JTPA participants over time; and validate the information resulting from the tracking system. A suggested action plan lists steps that should be taken immediately, during the next 12 moths, and within 2 to 5 years.

__________. "State Labor Market Information Activities." *Implementing the Job Training Partnership Act, Issue Paper No. 7*. Washington, DC: National Governors' Association, December 1982.

Four significant aspects of the JTPA relating to states' responsibilities in the areas of labor market and occupational information are discussed. These include: changes in the operation of core federal-state cooperative statistical programs; expanded coordination responsibilities; emphasis on the elimination of duplicative programs and practices; and consolidation of LMI activities and funding within USDOL.

__________. *Survey of the States: A Report on the Status of State-Level Administration of the Job Training Partnership Act*. Washington, DC: National Governors' Association, April 1984.

In a report based on a survey of 44 states and territories taken between November 1983 and February 1984, the following results regarding labor market information were found: one-third of states reported lower LMI funding in 1984 than in 1983; four-fifths of states used discretionary funding to supplement direct funds; some states have eliminated certain LMI activities because of reduced funding; and twenty-three states were unable to obtain some data necessary to the preparation of SDA job training plans. A list of state LMI contacts is included.

National Occupational Information Coordinating Committee. Occupational Information System (OIS) Handbook. Vol. 1: Occupational Information Development. Washington, DC: Government Printing Office, 1981.

An occupational information system is defined as an organization or network for the collection and/or distribution of information related to occupations. Four data categories are included in an OIS: occupational demand; occupational supply; occupational characteristics; and complementary information. The survey programs, reporting systems, and other data sources relevant to each of the above categories are listed and described in detail.

__________. Occupational Information System (OIS) Handbook. Vol. 2: Occupational Information Analysis, Presentation and Delivery. Washington, DC: Government Printing Office, 1981.

Technical assistance in the assembly, manipulation, interpretation, and presentation of occupational supply and demand information is provided. A process for developing supply/demand information products is described; detailed discussions of procedures to address analytical problems are presented; methodologies for interpreting and explaining occupational data are discussed; and the criteria for establishing an information delivery system are outlined.

U.S. Department of Labor. Bureau of Labor Statistics. Employment Projections for 1995. Bulletin 2197. Washington, DC: Government Printing Office, March 1984.

Projections through 1995 of employment levels in industrial and occupational categories are shown. Forecasts through this period also are provided for various categories of the labor force. Underlying assumptions regarding the overall state of the U.S economy through 1995 are outlined.

__________. Occupational Projections and Training Data, 1984 Edition. Washington, DC: Government Printing Office, forthcoming.

Detailed statistics on current and projected occupational supply and demand are provided. Included are data on training graduates by occupation and type of institution.

__________. Occupational Outlook Handbook, 1984-85 Edition. Bulletin 2205. Washington, DC: Government Printing Office, June 1984.

The tasks, required training and education, working conditions and expected employment prospects associated with hundreds of occupational titles are described.

__________. Occupational Outlook Quarterly. Washington, DC: Government Printing Office.

This quarterly periodical highlights occupational trends and summarizes various BLS statistical reports.

U.S. Department of Labor. Employment and Training Administration. Jobs in the Private Sector: Use of Labor Market Information, edited by Mark R. Hughes, William L. McKee, and Richard C. Froeschle. Washington, DC: Government Printing Office, October 1980.

Labor market information is the principle objective ingredient that should be used to design the content and structure of employment and training programs. It should be used to identify industries and occupations where job openings are expected to occur, and should be supplemented by employer survey data to identify the exact number and characteristics of openings in a particular geographic area. This book lists sources of labor market information, itemizes a process for its use, and describes a process for the design and conduct of employer surveys.

Other Marketing and Fundraising Resources

Foundation Center, 888 Seventh Avenue, New York, NY 10106, 800-424-9835.

Through its four libraries and a network of 90 cooperating libraries, the Foundation Center provides data on foundation funding. Publications include directories organized by foundation name and grant category, and reference materials on the topics of funding research and proposal writing.

Funding Center, 1712 "I" Street, NW, Washington, DC 20006, 800-336-5501.

Founded in 1981, this nonprofit organization helps its nonprofit clients locate and secure public and private funding. It offers workshops as well as retainer services in the areas of marketing, marketing evaluation, campaign development, proposal preparation, and fundraising. Its publications include workbooks and a monthly newsletter.

Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, CA 90015, 213-749-4721 or 800-421-9512.

Training workshops in grantsmanship, fundraising, foundation and corporate funding, and grant proposal writing are offered on a nationwide basis by this nonprofit educational institution. Local public and private nonprofit agencies are invited to host these training programs in their areas, and receive 2 scholarships to the program in exchange for serving as a facilitator. Workshops also can be tailored to an organization's individual needs. A bimonthly magazine, The Grantsmanship Center News, is the organization's communications vehicle.

National Alliance of Business, 1015 15th Street, NW, Washington, DC 20005, 202-289-2910.

The Business Outreach and Marketing Consulting Service helps states and localities conduct market research to identify program needs and to develop profiles of receptive customers. Survey instruments and focus groups tailored to an area's needs are used to collect original data from employers and/or potential employees. Based on statistical analyses of these data, a report of recommended marketing, outreach, and training programs is prepared for clients. Contact Marilyn Silver at 202-289-2900.

"Making the Business Connection," a NAB marketing seminar, teaches employment and training staff how to communicate effectively with the private sector, view their organizations as business enterprises, and overcome barriers which limit essential business connections. Contact the NAB Conference Registration Center at 202-289-2968 for seminar dates and locations.

National Association for the Exchange of Industrial Resources, Inc., P.O. Box 8076, Northfield, IL 60093, 312-446-9111.

This unique organization acts as a broker to direct in-kind donations of all varieties from about 500 corporations to its nonprofit members. Any nonprofit, tax-exempt, 501(C)3 organization may join NAEIR for a $350.00 fee. About four times each year, members receive a warehouse catalog from which they may choose any item or items. In addition to the annual fee, the only cost members incur is the charge for shipping their chosen merchandise. NAEIR guarantees that dues will be refunded to members who do not receive merchandise worth at least twice the cost of the dues. However, the average value of merchandise received annually by members currently is $3,500 or ten times annual dues.

Public Management Institute, 358 Brannan Street, San Francisco, CA 94107, 415-896-1900.

PMI provides training and consulting in all aspects of foundation, grant, and contract funding, and publishes a variety of directories and technical assistance materials. PMI works exclusively for nonprofit and public agencies.

Support Center, 1309 L Street, NW, Washington, DC 20005, 202-638-3500.

This nonprofit with offices in seven cities offers consulting and training in fundraising, marketing, planning, and other nonprofit management topics. Its seminar training, which occurs in the spring and fall, is cosponsored by the Small Business Administration.

Taft Information System, 5125 MacArthur Boulevard NW, Washington, DC 20016, 202-966-7086.

The Taft group collects and disseminates information on both corporate and foundation funding. Subscriptions are available to directories and newsletters on both topics.

U.S Small Business Administration (SBA)

Two types of SBA resources may be of assistance to nonprofit organizations. These include SBA's Service Corps of Retired Executives (SCORE) and its publications. SCORE volunteers can be requested to provide short-term consulting assistance on a project-specific basis, such as the development of a particular marketing campaign. Contact the nearest SBA office to find out if local SCORE volunteers have marketing expertise and are available.

Free SBA pamphlets may be obtained by writing to SBA at P.O. Box 15434, Ft. Worth, TX 76119. Marketing titles include:

MA 4.008 -- "Tips on Getting More for Your Marketing Dollar"

MA 4.018 -- "Plan Your Advertising Budget"

MA 4.019 -- "Learning About Your Market"

MA 4.016 -- "Signs in Your Business"

SBB 9 -- "Marketing Research Procedures"

SELECTED REVIEWS

Not Just for the Bookshelf...
Two Essential Public Relations Technical Assistance Guides

Those who are the slightest bit skeptical about their ability -- or the need -- to generate media and public interest in job training programs and activities should add two public relations guides to their required reading lists. Both books are directed primarily toward people without formal training in marketing or public relations, but even those who are experienced in these fields will find sound advice and extraordinarily usable information in No News Is No News, by J. Warren Hockaday of the Humboldt County (California) PIC, and Getting Yours: A Publicity and Funding Primer for Nonprofit and Voluntary Organizations, prepared by the Contact Center, Inc. of Lincoln, Nebraska.

Like all good technical assistance manuals, these books offer "how to" guidance rather than theoretical discussions. If methodically followed, these rules and instructions are certain to enhance the technical marketing and public relations skills of every reader.

No News, written specifically for job training administrators, provides a basic explanation of print and broadcast media operations. It gives people with little or no journalism experience the facts they need to utilize local media outlets as resources for effectively marketing JTPA activities. The five chapters of the booklet contain detailed discussions of the processes through which news and feature stories are developed and descriptions of the formats and quantities of information that should be supplied to print, television, and radio reporters. Thorough checklists help the reader to write news releases and to prepare for press conferences and interviews. Of particular value are the author's discussions of remedies for unfair or incomplete reporting, and his emphasis on the benefits of maintaining continual media contact.

Like No News, Getting Yours is written for people in nonprofit organizations who do not have formal public relations or journalism backgrounds. Its discussion of media relations is briefer than that in No News, but is clearly presented and extremely useful. In addition, Getting Yours is much broader in scope. Its chapters on non-media publicity, interagency coordination, funding sources, and proposal writing provide excellent assistance on topics that are crucial to nonprofit and voluntary organizations. Each chapter is developed around a checklist of essential "how to's" which have been compiled from a variety of reliable sources. Rules for the preparation of written materials -- such as brochures, newsletters, and proposals -- as well as hints for delivering a good speech and planning a successful conference, make this booklet an invaluable basic reference for planning virtually any promotional activity.

Both of these guides merit reading solely on the basis of the technical assistance they provide. However, equally as important are their introductory remarks which clearly establish the need for good public relations and offer a well-reasoned context in which to use the marketing tactics and tools they describe. Briefly stated, good public relations are essential to the success and longevity of nonprofit and voluntary organizations. Maintaining visibility and a good public image will attract clients to programs, motivate full time staff and volunteers, and enhance an organization's reputation as a credible recipient of funding and as one that works productively with other human service organizations. Although obvious, these benefits are frequently forgotten, and creating opportunties to maximize them is often neglected as we carry out the day-to-day responsibilities outlined in our job descriptions. Thus, the goal of both of these guides is not only to increase the proficiency with which we use the tools of marketing, but also to convince us that our success depends to a great degree on our willingness to integrate project-specific and institutional marketing into our daily activities and longer term plans.

One final point. Those who think that attracting media and public interest in JTPA is an uphill battle should take to heart Mr. Hockaday's conclusions regarding the relative news value of information. The level of public interest generated by information and the degree to which it affects a community determine its news value. In a good economy or bad, jobs -- or the lack thereof -- rank high in both the interest and impact categories. Therefore, efforts to put people back to work, if effectively communicated, will always generate interest and provide the visibility that is necessary to the success of a job training or employment organization.

Single copies of No News Is No News are available without charge from J. Warren Hockaday, Media Coordinator, Private Industry Council of Humboldt County, 930 Sixth Street, Eureka, CA 95501; telephone 707-445-6230.

For a copy of Getting Yours: A Publicity and Funding Primer for Nonprofit and Voluntary Organizations, send $6.00 to the Contact Center, Inc., P.O. Box 81826, Lincoln, NE 68501; telephone 402-464-0602. Postage and handling will be added to invoiced orders.

Background Materials

Technical Report on Employment Generating Activities under JTPA

WorkAmerica Reprints

National
Alliance of
Business

Business Currents Technical Report

A technical report for employment and training executives

Technical Report No. 10
July 13, 1984 (revised August 1, 1984)

EMPLOYMENT GENERATING ACTIVITIES UNDER JTPA

Questions about use of Job Training Partnership Act funds to generate new employment opportunities for eligible individuals has been increasing as service delivery area policymakers rethink their program activities. This is particularly true in areas where few job opportunities are readily available for the economically disadvantaged, or where expanding labor market opportunities need to be tapped for job training enrollees.

The attached report provides an analysis of the potential use of "employment generating activities" authorized under the Act. It examines the limitations and guidelines for how such funds are budgeted, how they can be coordinated with economic development efforts, and how these activities may vary from those first authorized on an experimental basis for private industry councils under the expired Comprehensive Employment and Training Act.

Generally, employment generating activities are defined as those which are intended to increase job opportunities for eligible individuals in the area. They can be budgeted under the cost catagories of administration and participant support, or a combination of both, unless state policies specify otherwise. Funds may be used to compliment local economic development, but may not be used in place of funds available under other federal programs. Nor can they be used to entice employers to relocate in the area if it would cause unemployment in the area they leave. Funds can be used to:

- coordinate job training with economic development;
- public relations, promotion, and marketing of job training participants and services to employers;
- conduct labor market surveys;
- provide employers with information about programs; and
- carry-out any other innovative activities that increase job opportunities for clients.

Some private industry councils are also using other funds, such as private contributions, for job generating and economic development activity. By doing this they have greater flexibility and are not subject to the law's limitations. In either case, local employment generating activities should be designed to include an assessment of the program's performance to document results.*****

Technical Report No. 10
Revised August 1, 1984

EMPLOYMENT GENERATING ACTIVITIES UNDER THE JOB TRAINING PARTNERSHIP ACT

Most local service delivery area policy makers under the Job Training Partnership Act (JTPA) keep a careful eye on potential job needs in their labor markets to anticipate training opportunities and to help generate job opportunities where there seem to be none. The primary purpose of the Job Training Partnership Act is to provide job and training opportunities to economically disadvantaged youth and adults and other persons with significant barriers to employment. The majority of funds, 70 percent, allocated to local service delivery areas must be used for training. The other 30 percent is reserved for administration and participant support services. Out of this 30 percent, some funds may be spent on "employment generating activities" intended to increase available jobs for eligible individuals in the service delivery area. Examples of these activities are: coordinating job training under the Act with state and local economic development efforts; providing information on program activities to employers; public relations, promotion, or general marketing of JTPA clients and services; specialized surveys of employer job needs and openings; and various strategies for generating new job openings. This report attempts to explore many of the issues and options which have arisen in state and local planning and to provide some information to help in the decision making concerning the design of activities that can generate new employment opportunities for the disadvantaged.

The National Alliance of Business is not in a position to make administrative or legal rulings on these issues, but we have made every effort to carefully evaluate the law, regulations, and legislative history and to incorporate the comments received on drafts of this report which were reviewed by officials of the U.S. Department of Labor and the National Governors' Association. Local service delivery areas should be aware that governors have the authority to vary interpretations on the appropriate use of funds for employment generating activities, and any standards established by the state, that conform to the law, will be the ones used for program audits.

DEFINITIONS AND LIMITATIONS

The Job Training Partnership Act permits the use of funds for employment generating activities with the general limitation that they "increase job opportunities for eligible individuals in the area" [Sec. 204(19)]. This is a new statutory limitation compared to guidelines provided previously for such activities under Title VII of the Comprehensive Employment and Training Act (CETA), where they were first authorized. It should be noted, however, that this does not necessarily require that all job opportunities generated with these funds must benefit only eligible individuals. The House and Senate conferees, explaining the final text of the Job Training Partnership Act, further clarified that "employment generating services are not to be used as a substitute for economic development activities or for funds available for similar activities under other Federal programs" (House Report No. 97-889, p. 103).

In addition, two other provisions of the Act should be noted for their bearing on the use of funds for employment generating activities. Section 141(b) and (c) of the Act specify that:

> "(b) Funds provided under this Act shall only be used for activities which are in addition to those which would otherwise be available in the area in the absence of such funds"; and
>
> "(c) No funds may be used to assist in relocating establishments, or parts thereof, from one area to another unless the Secretary determines that such relocation will not result in an increase in unemployment in the area of original location or in any other area."

Apart from these limitations, the law provides no further guidance on types of activities or the appropriate cost categories against which to budget employment generating activities.

In determining what constitutes employment generating activities and what does not, it is important to make the distinction between those which relate to immediate and direct provision of training and job opportunities for eligible participants, and those which do not directly relate to immediate training or employment, but which over time are intended to create or expand employment opportunities for eligible persons. Those activities of immediate and direct benefit to participants can generally be classified as training; those with longer-term potential for creating job opportunities, especially in areas where few jobs are currently available for participants, can generally be classified as employment generating activities.

Confusion about what types of efforts should be termed employment generating activities is understandable. Past experience in designing such activities comes from the private sector initiative demonstration program under Title VII of the Comprehensive Employment and Training Act (CETA). That experience may not always conform to the new provisions of the Job Training Partnership Act. The flexibility permitted under prior demonstration programs for up to 30 percent of the funds resulted in many activities being classified as employment generating services when they might have fit more legitimately into other cost categories. This occurred largely because the program was experimental and varied greatly in content and definition among local areas, depending on economic and labor market needs.

One of the primary purposes of this paper is to help local policy makers and planners rethink the traditional concepts of employment generating services. The result, hopefully, will be to stimulate more creative solutions for how to generate new job opportunities for eligible persons under JTPA. The discussion provided here is intended to help establish a new framework for how traditional employment generating services might be recast as training, or, more to the point, how training can be used as a tool for generating new employment opportunities.

Some examples of costs specified as training under the new Job Training Partnership Act regulations, which previously might have been budgeted as employment generating services under CETA, include costs associated with:

- employer outreach necessary to obtain job listings or job training opportunities;
- salaries, fringe benefits, equipment and supplies of personnel directly engaged in job development.

The Department of Labor explained that the regulations establish generic categories of activities which may be considered allowable training costs, and "(do) not provide an exhaustive inventory of every possible name for such activities." The Department purposely did not expand the terms enumerated in the regulations because it would have become overly prescriptive and still would not have covered every conceivable term for allowable activities. Therefore, the activities included in "employer outreach" and "job development" are based on local decisionmaking, and on state guidelines to the extent they are determined necessary for appropriate fiscal management.

As a result, several other allowable activities under the Act could be considered training activities, and budgeted to that cost category, if carefully designed to directly relate to the provision of education or training opportunities for JTPA clients with specific employers. Examples of costs that might be specified as training directly related to employer outreach, job development, or provision of training include:

- staff costs associated with developing customized training with a commitment by an employer or group of employers to hire trainees upon successful completion of the program;
- developing on-site, industry specific training programs for JTPA clients supportive of industrial and economic development;
- employer-specific marketing of particular JTPA trainees and services to increase private sector job and training opportunities in the area;
- developing and marketing model contracts designed to reduce the administrative burden on the employer, and model contracts to meet the needs of specific occupations and industries to aid their use of the program;
- expenditures for youth "try-out employment" which meets the requirements of Section 205(d)(3)(B) of the Act.

Individual service delivery area policymakers should consult with the state if there is any question about the appropriate cost category of a particular program design that does not fit neatly into employer outreach, job development, or provision of training.

Some examples of costs that might be budgeted as employment generating services or training, depending on how they are designed locally for employer-specific or client-specific training, or packaged as part of a broader training effort, include:

- specialized surveys of employers, or others not available through other labor market information sources, particularly those related to job search or training activities;
- disseminating information to private employers so that they may more fully utilize programs under the Act;
- general public relations, promotion, or marketing of JTPA trainees and services to the private sector;
- providing technical assistance to private employers to reduce the administrative burden of participating in employment and training programs;
- developing useful methods for collecting information about federal government contracts with private employers, new and planned publicly supported projects such as economic development and community developent programs, rehabilitation and community revitalization projects, which provide work for eligible participants through private sector contractors;
- encouraging employers, or groups of employers, to develop job skill requirement forecasts and to coordinate such forecasts with the private industry council for training of participants in particular occupations.

Again, these are examples drawn from past and current experience and are not all inclusive, nor should they limit the creative options available for activities which the private industry council and local elected officials agree are necessary to increase job opportunities for participants in their area.

In the past, one local program used employment generating activity funds to support positions in the local employment service offices, to supplement vouchering and certification of individuals eligible for the Targeted Jobs Tax Credit program, and to develop job openings for the disadvantaged. Another hired a business management consultant, offering technical assistance to small businesses to increase their ability to provide employment and training opportunities. The employers who were helped agreed that most of the jobs generated must be reserved for JTPA eligibles.

The key is to be able to justify that the activities funded in this category benefited eligible individuals under the Act. Perhaps as part of an employment generating activity design, an evaluation or assessment component should be included to demonstrate that it met the basic intent of increasing opportunities for economically disadvantaged persons.

ECONOMIC DEVELOPMENT

The Job Training Partnership Act does authorize activities that may be related to economic development but not called such. For example, JTPA funds can be used for: the development of job openings; on-site, industry-specific training programs supportive of industrial and economic development; providing information on program activities to employers; job development; outreach to make individuals aware of, and encourage the use of employment and training services; specialized surveys not available through other labor market information sources; customized training; and, employment generating activities.

The primary consideration in planning for these or other activities is how to budget expenditures appropriately into the cost categories specified by JTPA regulations. Since the federal regulations do not give complete guidance on the appropriate cost categories for all activities that might relate to economic development strategies, service delivery areas should consult fiscal management guidelines issued by the state, if any, before finalizing local plans. Some analysis of the appropriate cost categories which can be used is provided on the following page.

It is clear that federal funds under the Job Training Partnership Act are not intended to be a substitute for other federal, state, or local economic development funds. However, JTPA may coordinate with or supplement economic development activities, particularly when funds are used to increase employment and training opportunities for program participants. The Senate Committee on Labor and Human Resources noted in its report on the Job Training Partnership Act legislation that:

> "(The bill) authorizes employment generating activities to increase job opportunities for eligible persons in the area. The committee emphasizes that this is a narrower authority than that under existing law because it is limited to generating jobs for eligible persons. However, the Committee intends that the traditional congressional emphasis concerning linkages between publicly funded economic development initiatives and job training be continued in the (Job Training Partnership Act)." [Senate Report No. 97-469, p. 16]

Private industry councils may wish to consider other options for funding specific activities they want to undertake if they are not as clearly defined as one of the authorized activities listed above.

One option is to generate contributions for economic development projects from other public or private sources -- funds which are not subject to the limitations of the Job Training Partnership Act. Another is to carefully review the utilization of the 15 percent administrative funds available under JTPA. The service delivery area must meet sound management and fiscal criteria required by the state, maintain good program performance, and provide adequate administrative oversight to the programs. However, if all of the administrative funds are not required to meet those obligations, it provides the most flexible and discretionary category of funding available to the service delivery area. The local job training plan can designate use of administrative funds for such activity to supplement economic development, and as a result, can have it approved by the state and avoid liability for misexpenditures.

For further information on economic development linkages, strategies and practical suggestions, NAB has prepared:

A guide, "Job Creation Through Economic Development: The Role of Private Industry Councils" ($5.00/copy);

A comprehensive information packet with program models, "Economic Development and Job Creation" ($20.00/copy); and

A paper on "Using the Job Training Partnership Act to Further Local Economic Development" (Free).

These are available from NAB's Clearinghouse, 1015 15th Street, N.W., Washington, D.C. 20005, (202) 289-2924.

APPROPRIATE COST CATEGORIES

The Department of Labor (DOL) regulations require allowable costs to be charged to three categories: training (70 percent); administration, and participant support (30 percent when combined as non-training costs). DOL regulations go further and exclude employment generating activity costs from the 70 percent training category. However, they do not specify whether such activities should be charged as administrative, or participant support costs. The regulations do not state clearly what kinds of training activities which may be part of an employment generating effort could be charged to training. They state generally that "costs are allowable to a particular cost category to the extent that benefits are received by such category" [Sec. 629.38(b)]. And further, that "Any single cost which is properly chargeable to training and to one or more other cost categories shall be prorated among training and the other appropriate cost categories" [Sec. 629.38(e)(9)]. It is important to remember that employment generating activity is not a cost category, but a program activity and may have components that could be charged appropriately to other cost categories, including training.

In determining a reasonable course for budgeting costs of employment generating activities that do not fit appropriately into training, many state and local policy makers have had to struggle with the ambiguities of the law. It is Section 108 of the Job Training Partnership Act which most clearly addresses specific limitations on costs.

This section specifies that "Not more than 15 percent of the funds available to a service delivery area for any fiscal year ... may be expended for the cost of administration" [Sec.108(a)]. It states further that "Not more than 30 percent of the funds available to a service delivery area for any fiscal year .... may be expended for administrative costs and costs specified (as)... :

(i) 50 percent of any work experience expenditures which meet the requirements of Sec. 108(b)(3);

(ii) 100 percent of the cost of any work experience program expenditures which do not meet the requirements of Sec. 108(b)(3);

(iii) supportive services; and

(iv) needs-based payments described in (the Act)." [Sec. 108(b)(2)(A)]

Since the law provides no other guidance for the costs of specific activities, particularly employment generating activities, states have interpreted this provision differently. Some states have read it to mean that only these four specified costs in Sec. 108(b)(2)(A) can be charged to the 30 percent cost categories with administration. Other states have read it to mean that those four specified costs must be charged to the 30 percent cost categories but it does not exclude other appropriate participant support costs. States in the latter group have permitted the use of the 30 percent cost categories for employment generating activities in particular.

The regulations carry the same ambiguity on this point. The regulations state in Sec. 629.38(e)(5) that: "All costs of employment generating activities to increase job opportunities for eligible individuals in the area and the remaining 50 percent of the costs of limited work experience programs as well as 100 percent of the costs of other work experience programs, are not allowable training costs." Those states which view Sec. 108(b)(2)(A) of the Act noted above as the exclusive "definition" of the participant support cost category read the regulations to mean that employment generating activities can only be charged, then, to administration. Other states have determined that these regulations place the costs of employment generating activity in the same categories (i.e. participant support and administration) as work experience under the 30 percent; with the same flexibility as other participant support costs determined according to local needs.

Just as a locality is limited to not more than 15 percent for administrative costs and may use less to supplement participant support or training funds accordingly, so also could employment generating activities be supplemented by administrative funds at local option.

When asked for a policy clarification on whether employment generating activity is limited to the 30 percent non-training funds, as the law and regulations imply, or whether it should be limited only to the 15 percent cost category for administration, Department of Labor officials agreed that using the overall 30 percent limitation could be an appropriate interpretation of the cost categories to be used, but likewise a state might further limit the charge to the administrative cost category, if it felt sufficient justification for doing so. This leaves the decision to the states. The governor has the responsibility for defining training and non-training activities under JTPA to the degree necessary for good fiscal management. The governors' criteria will be used for auditing programs in that state.

If a state has not issued guidelines or its criteria permit employment generating activities to be budgeted to the 30 percent cost categories (administration and participant support), it is unnecessary to struggle over which of the two cost categories within the 30 percent these costs should be assigned to. Funds for administration (up to 15 percent) are the most flexible funds available under The Act. They can be used to supplement training as well as participant support services when localities decide to do so. As a result, local policymakers should be able to determine which, or the combination, of the cost categories employment generating activities are assigned to. Such decisions will largely be based on the availability of funds in each category and the nature of activities appropriate to each. Program administrators should take care that pure administrative costs (i.e. supervision) are not charged as employment generating activities under the participant support cost category. The Labor Department noted that in designing employment generating activities, the regulation would apply requiring proration of appropriate administrative costs to the administrative cost category.

The structure of the law makes clear that local service delivery areas should have reasonable authority and responsibility to make decisions about selecting eligible participants or service providers [Sec. 121(b)(1)], and determining the program mix in developing a plan according to the provisions of the Act [Sec. 103(a) and (b)]. The importance of local flexibility in decision making is reinforced in the Act by the criteria established for local plan approval. The governor can disapprove a local program plan only in accordance with five criteria enumerated in Sec. 105(b)(1) of the Act.

This point is not made to minimize the responsibility of the state to interpret Sec. 105(b)(1) in order to safeguard federal funds or oversee service delivery area operations, but rather to emphasize the statutory prerogative of local decision making in the areas of program budgeting and allocation of funds, fiscal management, program design and implementation. The state reviews the local plan to assure compliance with the Act. The House and Senate stressed this point in their final agreement on the Act:

> The Conferees note that establishment of this specified authority for the governor to disapprove plans only on the specific grounds set forth above [Sec. 105(b)(1)] is not intended to confer upon the State any authority to review discretion with regard to policy-making at the local program level, provided it is exercised in accordance with the provisions of this Act. The Conferees believe that such policy-making responsibility is properly housed at the local level, under the control of the local partnership between chief elected officials and the private sector.
>
> It is the intent of the Conferees that decisions concerning local priorities in relation to such issues as participant mix, training strategies, service deliverers, etc. remain solely within the purview of local decision-makers, as long as such decisions do not violate the provisions of the Act.
>
> The Conferees also wish to make clear that the authority for plan approval by the governor is not intended to endow the state with any additional capacity to modify, restrict or expand upon the provisions of the Act, nor to affect the implementation of the Act except as provided for therein. (H. Rept. No. 97-889, p. 97, as above).

These distinctions in the law and regulations appear to support the Department of Labor's view that permitting employment generating activity within the overall 30 percent limitation is an appropriate interpretation to guide the states. If it becomes or remains an issue in any individual state, the decision will be made by the state. This should encourage you to work closely with state officials on this issue so that maximum job opportunities are available for the eligible persons in each area. The provisions are not clear and are subject to differing legal and fiscal interpretations. States are authorized to make decisions based on their own best judgment of what is necessary to maintain fiscal integrity. Service delivery area policy makers should be able to assure that their needs and program plans will conform with the interests of the state toward achieving sound fiscal management and program performance.

The Act establishes strict limits on the use and allocation of funds. When the key discipline of performance standards is added to program planning and outcomes, there is little chance that the limited amounts of employment generating activity that can be planned for will become an abuse of federal funds.

REFERENCES

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House Committee Report, to accompany the bill H.R. 5320, Committee on Education and Labor, printed as House Report No. 97-537, May 17, 1982.

For further information on the content of this report contact: Tom Lindsley, Policy Department, National Alliance of Business, 1015 15th Street, N.W., Washington, D.C. 20005, (202) 289-2925.

Showcase

Colorado Summer Job Hunt
Colorado Alliance of Business

Colorado Youths Fill 10,000 Jobs Through Statewide Program

Colorado's statewide Summer Job Hunt placed 10,000 young people in jobs in 1983—an all-time high for the three-year-old program. A collaborative effort of the Colorado Alliance of Business and the state of Colorado, it complements the separately-operated summer youth employment program funded by the federal government. So far the Job Hunt has netted 28,000 summer jobs for youths aged 16 to 21, all without any special appropriations or extraordinary expense to the taxpayer.

One reason for the program's success is strong support in high places, explains Sharon Barnes, Administrative Services Manager for the Colorado Alliance of Business. "Governor Richard D. Lamm has been very active in youth employment issues for years. He asked us to represent the business community in this effort."

Gov. Lamm's interest has also made possible the establishment of a well-coordinated, statewide network for obtaining job orders, recruiting youths, and referring them to appropriate jobs. "Typically we start in April to solicit job orders," says Barnes. Later, summer job seekers are recruited through a variety of sources: schools, community centers, public agencies serving youth, and through television and radio public service announcements.

Each May, approximately 50 Summer Job Hunt office sites are selected. "This is where the public and non-profit sectors really come in," says Barnes. "They're already running offices." It's a very cost-effective approach, since these sites include job service offices and community-based organizations that have contact with young people and whose staffs take on the responsibility of operating the Job Hunt for their area.

Each Job Hunt office is allotted a specified number of positions; counselors interview the summer job candidates and refer them to appropriate openings. Employers then interview and hire those they prefer.

Marketing the Job Hunt

"But the program wouldn't work without jobs," emphasizes Barnes. "Our role is to solicit the business community's participation." Interest is generated through a major public relations campaign supported by the news media. Though the bulk of the public relations effort takes place in Denver, it reaches both urban and rural communities across the state.

Two newspapers, the *Denver Post* and the *Rocky Mountain News*, contribute space for advertisements and cover the activities of the program. For the past three years, Channel 7—KMGH-TV—provided the time and technical assistance for the production and airing of public service announcements. This year the program will have a new television sponsor—KCNC-TV.

Publicity for the 1983 campaign emphasized the advantages of the federal Targeted Jobs Tax Credit, and Barnes says companies responded enthusiastically to that angle.

In addition, each year the Colorado Alliance mails letters to over 5000 businesses, and 14 loaned executives from Denver companies spend two weeks personally contacting more than 500 companies to explain the goals and benefits of the Summer Job Hunt.

A Coordinated Approach

The Job Hunt exemplifies coordination on every level. The procedures committee, for example, which oversees general planning and operations, includes representatives from the Colorado Alliance of Business, the Governor's Job Training Office, the Job Service, and other state and local agencies. The committee began work on the 1983 campaign in December and will soon announce the campaign kick-off date and the location of the summer job hunt offices. A public relations committee, composed primarily of business community representatives, provides technical assistance and coordinates media efforts.

The criterion for participating in the Summer Job Hunt is simple: job seekers must be between 16 and 21 years old. Barnes says that the Summer Job Hunt serves a high percentage of teens who are economically disadvantaged and also eligible for subsidized employment programs. With this in mind, program operators aim to localize jobs as much as possible, referring participants to jobs close to home so that transportation will not be an insurmountable problem.

While employers receive no wage subsidy for the young people they hire, there are other benefits. The young job applicants "were prescreened and interested in working," says Lois Reffel, assistant vice president for personnel with the Colorado National Bank of Denver. "We also had the advantage of the Targeted Jobs Tax Credit. And it was an important community effort." In addition to allocating 10 entry-level job slots such as data entry and mail room positions, Colorado National Bank also provided several loaned executives to market the program.

Getting Ready For Jobs

The Colorado Alliance of Business developed job search skills training which it provides to Denver-area participants. So that participants statewide receive the same training, the Alliance also trains Job Hunt office staffs outside Denver to conduct the workshop for their summer job seekers.

"Some of the kids just are not prepared for work," says Barnes. She believes these preparatory workshops are essential since many of the job seekers have never held a job before.

And the payoff for knowing how to get and keep a job is not just 10,000 summer placements. According to Barnes, a lot of the "temporary" positions turn into part-time jobs during the school year, and maybe even more important, a significant number become full-time, year-round employment for young people who have already finished school.

Showcase

Albuquerque Council Develops a Business Image

Dial 243-WORK in Albuquerque, New Mexico, and you reach Work Unlimited, the name under which the Albuquerque/Bernalillo private industry council does business. The easy-to-remember phone number is just one of the council's strategies for marketing its partnership between local businesses, government, and job-ready employees.

"We've spent hundreds of hours working on promoting this partnership," says Bill Moye, council chair and manager of employee resources for the Public Service Company of New Mexico.

"In our region, we're trying to impress upon the private sector, which is not familiar with our services, what is available under the Job Training Partnership Act, and how they can use it to enhance their business, train employees and improve the profit picture."

In developing its public relations campaign, the council's first goal "was to change the image of the employment program—to get a business image," says Kay Ballinger, general manager of Work Unlimited. In fact, Ballinger's title changed from deputy director to general manager in order to sound more "business-like."

The council's marketing committee, headed by the local marketing manager for AT&T, met twice a week for six weeks to polish the business image before the council kicked-off its programs last December.

The Thursday afternoon kick-off received advance publicity in the *Albuquerque Journal's* Sunday business section and drew 200 people to hear about training and hiring incentives, tax credits, customized training, and try-out employment for young people.

One of the many decisions made by the marketing committee during the intensive planning process was to develop a Business Assistance Tool Kit—a portfolio in eye-catching red and black—that explains Work Unlimited's services for employers.

The Tool Kit contains a brochure, called "Assisting Your Business is Our Business," another on the Targeted Jobs Tax Credit, a "Pocket Guide to the Job Training Partnership Act," and a series of fact sheets. These detail training and hiring incentives for employers, such as on-the-job and customized training, along with information about state programs such as the business development corporation, the industrial and agricultural finance authority, the development training program, and industrial revenue bonds.

"We want to offer each employer something," says Ballinger, "but we don't want to imply that we can do everything. We can't, but there are all kinds of state and local programs we can provide information on."

Early on the council decided to allocate $45,000 to marketing and employer and client outreach and hired an ad agency to assist them. The money comes from a combination of resources: $25,000 in Job Training Partnership Act funds and $20,000 from Jobs for Albuquerque, a local program financed with a Community Development Block Grant.

The council has many marketing plans on the drawing board. One of the local television and radio stations—KOB—is using Work Unlimited as a community service project. Their efforts will, in the long run, be worth about $75,000 in production assistance and free air time for program coverage.

The station is doing one-minute employer recognition spots, played during the six and 10 p.m. evening news shows, so that 20 employers are highlighted in 10 weeks. These spots will feature local business people who have hired employees through Work Unlimited.

The station also plans to run 10 30-second spots, aired during the local broadcast of the "Today Show," which will focus on dislocated workers. Radio coverage will include spots aimed at potential trainees and a different one will air each day for 10 weeks.

The marketing plans call for paid television and radio advertising as well as public service announcements, so that the council can specify when some of their tapes will run. Other marketing efforts include bus boards, billboards, and flyers explaining Albuquerque's summer youth jobs effort, to be sent to all city water users.

Because the marketing effort is relatively new, there is still not a lot of information about its effectiveness. But there are some early signs: "In terms of training applicants, we're flooded every time something goes out," Ballinger says. "We're just setting up a way of capturing employer information. But we already have twice as many on-the-job training contracts this year as last. Obviously, the word is getting out."

Work Unlimited's employment record also indicates that the word is getting around. The council is right on track for meeting its 80 percent private sector placement goal this year. In 1982, private sector jobs had only accounted for 20 percent of its placements.

The underlying premise in Albuquerque's marketing is that businesses will use an organization that serves their interests. Explains Moye, who frequently speaks to business groups, "I just inform them about the council. Then I challenge them. I say, 'Just give us one opportunity to serve you with one referral, and I believe you're going to come back to us with more and more of your needs. I'll give you a 100 percent guarantee—you don't have to hire anyone you don't want to.' "

Whatever the marketing medium, Work Unlimited's message remains the same: "Assisting your business is our business."

Florida Council Uses Bonuses to Draw New Trainees

The Broward Employment and Training Administration and its Industry Council are improving lagging job training enrollments by paying finder's fees as high as $250 to trainees who bring new people into any BETA program.

"Like every program in the country, we've had trouble recruiting under the Job Training Partnership Act because there are no stipends," explains operations director Denise Barndt. So at a council member's suggestion, BETA instituted its Buddy System. "We took a tool that private industry uses to recruit new people," she says. "It will pay a bounty to an employee who convinces another person to join the 'firm.' "

Before finders can collect their fee, Barndt says recruits must either successfully complete training or be hired into training-related positions. Finders also must remain in good standing within their respective programs.

The size of the bounty is based on the length of the recruit's training program. Payments begin at $100 for programs under three months long and reach a maximum of $250. Barndt says the fee is consider a training expense and so is allowed under the job training law.

"We just started the Buddy System in January, so we don't have any final figures on how much of a difference it will make," she adds. "But we already have about 40 people who are Buddies, so we are seeing results."

Showcase

Pledge-A-Job
Tampa, Florida

Summer Jobs

Commitment, Friendly Competition Spur Tampa's Summer Jobs Pledge Drive

At first, the Pledge-A-Job campaign in Tampa, Florida set out to match 1,000 public sector summer jobs for youths with unsubsidized private sector jobs. But 120 local companies pitched in with more than 2,000 jobs for area teens—double the number of public sector jobs—and all with a shoe-string budget.

This success story began in 1981 when the city faced drastic reductions in funds for its subsidized summer youth employment program. Mayor Bob Martinez hoped a pledge program would increase summer job opportunities by involving the private sector. Now the program threatens to eclipse the public jobs program, much to everyone's satisfaction.

Busch Gardens, a theme park owned by Anhueser-Busch, led the 1983 campaign with 600 pledges. Although the park would have hired young people anyway, it saved time and money by listing its openings through Pledge-A-Job.

Why is the program popular with Tampa firms? "It's a great opportunity for the private sector to work with government," explains Jose Vivero, executive vice president of Landmark Bank of Tampa. "And it saves taxes."

Vivero points to the partnership concept as part of the pledge campaign's appeal. But success can also be attributed to two hallmarks of free enterprise—competition and one-upmanship: "The McDonald Corporation hired 70 kids and then wrote to the competition saying 'this is what we're doing, what are you doing?' " recounts Santos Rodriguez, assistant manager for the city's Division of Urban Development and Job Training.

Credit for Tampa's success goes first to the mayor, adds Rodriguez. "He takes a very active role in these things. Every time the steering committee meets, he's there." When calls go out to community leaders asking for their help, "it's the mayor calling, not just a division of the city government."

Tapping Employer Support

The make-up of the Pledge-A-Job steering committee is another key factor. "It's not just a figure-head group, they really work," says Rodriguez. "When we need them, they are there, but we don't meet them to death." The whole steering committee meets three times: once to set goals, in mid-program for an up-date on progress, and in September to review results and recognize participating firms. Other work is done through subcommittees.

"These individuals are hand-picked because of their position in the community," continues Rodriguez. "For example, we have representatives from Busch Gardens, the supermarkets, the chamber of commerce, the Committee of 100—a group of local community leaders, the utilities, the banks, the private industry council and the mass media."

Jose Vivero is typical of the level of community and business participation on the steering committee. "Someone volunteered my name several years ago," he says. "and I've gotten more involved each year. This year I'm vice chairman."

Last year he was instrumental in organizing the banking industry's marketing contributions. He convinced senior level executives in other Tampa banks to enclose promotional materials in the statements of their 50,000 commercial account holders. He also encouraged bankers to carry announcements about the jobs campaign on their marquees.

A Sophisticated Marketing Effort

Tampa has gained enough experience in two years to turn the art of marketing into a science, and marketing rates high on Rodriguez's list of reasons for success. "You cannot do it up front and forget about it," he stresses. "You can't kick off in May and run ads once or twice and let it go."

The Pledge-A-Job effort has front-line assistance in this arena. The publisher of the *Tampa Times Tribune* sits on the steering committee, as do representatives from television and radio stations. While the campaign receives whatever publicity it needs, "You are depending on their generosity," cautions Rodriguez. "If you can give them new material regularly, you've got it made.

"We do a group of public service announcements and send them to the radio stations with a timetable. The more you do for the media, the better your results will be," he adds. "Give them a nice array of camera-ready ad slicks in different sizes so the newspapers can run them whenever they have space to fill."

Rodriguez explores every option for generating free or low cost publicity. Florida hosts baseball spring training camps, and Tampa takes advantage of well-known players like Johnny Bench and Pete Rose to tape public service announcements for the job pledge effort. Radio stations offer their facilities for taping spots and also provide old tapes for recording. Placards promoting the job pledge effort were installed in newspaper vending machines in the city's business district. Taxis and rental cars carry bumper stickers which encourage employers to "put Tampa to work again."

Pushing the Benefits to Business

Since the best time to talk about the Targeted Jobs Tax Credit is tax time, the program's kick-off took place at one of the city's major shopping malls on April 15. The ceremonies emphasized the tax and other savings of hiring young people for summer jobs. After all, says Rodriguez, "using the Targeted Jobs Tax Credit amounts to hiring a kid for about 50 cents an hour.

"We try to push the program as a benefit for the employers," he continues. "It's only for the summer. It's a limited commitment, but it makes a difference to the overall economic base."

The mailings to commercial accounts and public service ads also emphasize the tax break. "For example," says Rodriguez, "this past year we also had a senior partner of one of the big ten CPA firms do an ad for us. People didn't necessarily know who he was, but once he said the name of the firm—Arthur Andersen—and put in the pitch for the Targeted Jobs Tax Credit, we got lots of response."

He doesn't see any major changes in this year's program—just more of the same and even better than last time. The technical aspects of operating the program work well: the private industry council helps coordinate the effort of the state job service staffs and the chamber of commerce offices in order to take job orders, accept applications, evaluate eligibility and do job matching.

Planning for this summer got underway in December, and the steering committee is ready to work. "These folks have really surprised me," adds Rodriguez. "I've already got three volunteers for chairman."

NAB Offices Aid Summer Jobs Effort

The Alliance's 10 regional service offices will be offering workshops and material to help private industry industry councils and communities plan their summer-jobs-for youth campaigns. They also have complete information on all Alliance workshops and seminars. For more information, contact any of the following offices:

New England—Boston, 617/426-4315.
North Atlantic—New York, 212/561-2107.
Middle Atlantic—Philadelphia, 215/665-0254.
Southeastern—Atlanta, 404/522-9350.
Central—Cleveland 216/566-9955.
Midwestern—Chicago, 312/346-1182.
Southwestern—Dallas, 214/373-0854.
Rocky Mountain—Denver, 303/428-0440.
Western—San Francisco, 415/391-4061.
Pacific Northwest—Seattle, 206/622-2531.

Showcase

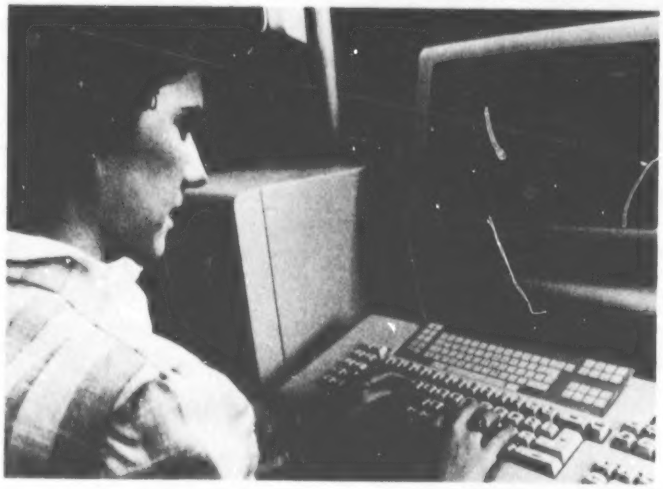
State Occupational Information Coordinating Committees

Facts about jobs are crucial to well-planned training programs. Private industry councils looking for this information should turn first to the state, where information-gathering committees have it at their fingertips.

States Are First Source of Labor Market Information

Just as basic to the success of the Job Training Partnership Act as dedicated business volunteers during this critical planning stage is up-to-date information on the local labor market. That information may be readily available in each state through information committees mandated by Congress to provide a centralized source of labor market data.

"If you get information that's too old because of a rapidly changing economy and industrial structure," says Jeff Wyndom, "that's worse than having no information at all."



> "If you get information that's too old because of a rapidly changing economy and industrial structure, that's worse than having no information at all."

As director of Virginia's State Occupational Information Coordinating Committee (SOICC) and deputy director of research and analysis for the Virginia Employment Commission, he is in charge of collecting information on labor supply and demand.

In many cases, new service delivery areas have rendered traditional sources of labor market information obsolete, and new private industry council members may be at a loss for where to turn for help. Wyndom says one of their first stops should be the SOICC (pronounced SO-ICC), which compiles labor market data amassed by various public and private organizations and, in turn, makes it available in a comprehensive form to educational and training-related institutions.

"We are not a data collection agency," he emphasises. "We work with the data collected by our members." By law, those members include the state vocational education agency, employment security department, vocational rehabilitation services department, and the state job training coordinating council.

"Those agencies provide the separate pieces of the labor market puzzle," adds Denis Fortier, a research associate for the Maine Occupational Information Coordinating Committee. "What we're doing is putting the puzzle together."

Many states get help in the effort by expanding the committee's membership to bring in other organizations that collect or use occupational information. In Virginia, this broadened membership includes representatives from the Job Service, Department of Welfare, Virginia Association of Private Career Schools, the state chamber of commerce, a county economic development authority, and two job training service areas. This mix allows the committee to coordinate much of the existing data while creating an occupational information system responsive to the needs of its users.

Typically, these state information committees provide two types of occupational information that can aid private industry councils in planning: annual statewide projections of labor supply and demand, wages, education requirements, and how many workers will be trained in existing programs each year. But many also document every program or institution that trains for the various types of employment in the state.

While this information is intended for career counselors and potential trainees, Fortier says "it certainly could and should be used by private industry councils during planning" so they can see who their competition is or plug into an existing program rather than start a new one.

Gaining access to this information is easy and usually free. For example, Maine has computer terminals in 60 percent of the state's high schools and in all of its vocational education institutions. "Most private industry councils are in communities that have some sort of vocational institution where they could use the system," Fortier adds. "If not, they can call us and we'll provide the information they need directly." If council members need training in how to use the system, the committee provides it free.

Virginia maintains computer terminals at 1800 sites, including each service delivery area and "just about anywhere else a person might go to obtain career information," Wyndom says. In addition, the committee prepares printed career and occupational directories, maintains a toll-free career hotline, and a telephone data retrieval service to provide information not found in the directories.

Labor market information by service delivery area is of the greatest value to private industry councils. The research and analysis division of the Virginia Employment Commission, for instance, works hand-in-hand with SOICC and is now developing labor market projections by service delivery area for use in planning Job Training Partnership Act programs.

Maine's committee will have tailored projections for the state's six largest counties within a year. But Fortier says any private industry council can easily derive information pertaining to its labor market. "You'd have to manipulate the data to match the area, but we could probably train someone to do it in five minutes."

Even when councils cannot obtain regionalized information from their state committee, Wyndom cautions against rushing to survey the local labor market until examining other sources.

"There's no substitute for local agencies maintaining close communications with employers in their communities," he says, "but the first step for a private industry council has to be to understand and not duplicate what the state is doing. From there, if there are gaps, then the council must take steps to fill them in.

"In nearly every state,"he adds, "the basic components for labor market projections must be available. Every state has a SOICC and an employment commission where much of the core data would be available."

Another step, according to the American Association of Community and Junior Colleges, is to contact any community college. Many of them collect labor market information on a regular basis for their own course evaluation and development.

For councils that need to conduct their own surveys, Wyndom offers this advice. "From my experience, employers are normally glad to respond to surveys when three conditions exist: first, if the data aren't already being collected; second, if the survey is streamlined and to the point; and third, if they know the information is going to be used by somebody. But if employers get a 35-page survey and they don't understand how the information will be used, there's a high probability that they will throw it in the trash."

Showcase

Marketing

Louisiana Helps Councils Market Job Training

How does a new business sell a new product in a state as diverse as Louisiana? For former state Secretary of Labor Ulysses Williams, answering that question was the critical first step in helping Louisiana's fledgling private industry councils successfully implement the Job Training Partnership Act.

Louisiana's 16 service delivery areas include almost every possible demographic and economic characteristic—from highly populated tourist and manufacturing centers like New Orleans, to rural, agricultural parishes like Vernon. In between fall any number of variations, with the lumbering, fishing, and mining industries providing strong contributions to the state's overall economic base.

This economic diversity is not the only challenge the Louisiana councils must overcome to make the new job training law work for business and jobless people. Compounding the problem are cynicism and lack of information about the Job Training Partnership Act among employers and potential trainees. The state had to find a way to sell job training to both.

"We've got many business people who think that most government programs are give-aways," William explains. On the other hand, "you've got a program that lacks (trainee) incentives" such as stipends.

"We knew we needed a marketing system," he continues. "We had two goals. The first was to convince our businesses that the job law is a good program. The second was to induce potential trainees into training programs that no longer offer stipends." The system had to offer a flexible strategy that could be adapted for each council's needs.

Last year Williams called in experts from the National Alliance of Business' Southwest regional service office to design this marketing approach. The state Department of Labor used approximately $50,000 in job training funds to contract with the Alliance for the work.

Narrowing the Scope

Henry McHenry, NAB regional vice president, headed the Louisiana project. To make it feasible, McHenry's staff first had to narrow the realm of possible marketing situations into a workable few. "We had to decide how many different kinds of environments we would be dealing with, and then develop a limited number of models that would fit any combination found in the state," he says.

To compile existing information about the demographic and industrial situations of each service delivery area, NAB staff members reviewed data from the state's planning office, Job Service, and departments of Commerce, Education, Health and Human Resources, and Labor.

"Market research is the key to any undertaking such as this," explains McHenry. "The most significant thing we did was to interview several hundred employers and over 100 potential trainees." These interviews provided much more extensive information about the labor market than was available through existing data.

Researchers then developed a set of marketing assumptions based on the information and tested those assumptions by having focus groups of employers and program operators review them.

Refining their material still further, the researchers invited a diverse group of 200 Louisiana business leaders, private industry council members, educational leaders and others to an all-day workshop to examine the research conclusions. Incorporating their comments, the staff created five generic models corresponding to the state's predominate demographic stituations: large urban high-density, urban, urban/rural mix, rural high-density and rural low-density.

Some Surprises

The study provided critical information on the attitudes of employers and jobless people toward the opportunities available under the Job Training Partnership Act. Businesses and trainees represented in the models differed widely.

McHenry says his staff uncovered some surprising information that will affect the way any private industry council approaches its customers.

"In the past, the assumption has always been that you have to concentrate on targeting information about programs to the employers. Well, we found that many people who were potential candidates for training knew very little about publicly-funded employment and training programs. And often what they know was negative," he says.

"Additionally, we found that many employers thought disadvantaged meant physically handicapped. In fact, they used two terms almost synonymously."

Adds Williams, "We learned that acronyms are distasteful to the business community, so that's something councils would want to stay away from. We also found that many people didn't realize that CETA had been phased out. Those that knew about the new jobs law didn't understand that it was a totally different concept."

A Simple Tool, A Dynamic Process

The Alliance's research was translated into series of guidebooks—one for each demographic model—that present a step-by-step approach to marketing private industry council programs.

Says Williams, "I couldn't be more pleased with the guidebooks," because of their simplicity and value as a reference manual even after councils have developed their training plans.

Although the state Department of Labor is providing an initial orientation for councils on how to use them, "they are written in such a manner that they are really self-explanatory," he says. "Council members just have to take the time to read them.

"The beauty of each workbook is that it institutes a process that allows program operators to know what adjustments are needed at any point."

However, cautions Williams, "Marketing is not a panacea. In addition to a good product, you have to have good management and good community relations. It's only then that marketing can help you make the most of that product."

Flexibility Is the Key

The economic diversity of Louisiana's service delivery areas has been a major factor in all aspects of the state's response to implementing the Job Training Partnership Act. According to Dudley J. Patin, Jr., Secretary of Labor for newly-inaugurated Governor Edwin Edwards, "flexibility is especially needed in a state like ours.

"The northern part of the state has many small businesses; the southern part has a lot of farming. And the chemical industry, which has provided so many jobs in the past, has been at a virtual standstill recently."

These characteristics mean that any guidance the state provides to service delivery areas must be flexible enough to respond to regional differences.

The marketing project initiated under the state's previous administration had to take economic variety into account. The state needed to be able to issue marketing guidance that would make sense in any community.

One priority of the new administration, according to Patin, is to make sure that rural service delivery areas get off to a good start. "Louisiana has 16 service delivery areas now; under CETA there were seven prime sponsors. So we're spending a lot of time with the people who have never managed programs before . . . we're out there in the rural areas especially."

Another priority—one that is closely related to marketing—is economic development. "Gov. Edwards is very attuned to the economic recovery of the state," says Patin. "The chemical industry will probably never have the same volume as in the past, so the state will be working on bringing in new industry."

Job training and retraining will be an important piece of Louisiana's economic recovery. And, adds Patin, "The Job Training Partnership Act fits in very well with that goal."

Showcase

Denver Councils Share Marketing Strategies, Job Openings

The five private industry councils in metropolitan Denver are finding that their success with the Job Training Partnership Act may well depend on each other.

Together the five councils serve a region four times the size of Rhode Island—a labor market that covers 4,500 square miles. In the past, those distances created confusion and duplication, says Gene Spanarella, employer representative for the Arapahoe/Douglas Private Industry Council. "It's almost been like the feudal system here—five little fiefs operating independently.

"Jobs might go unfilled because one county didn't have enough qualified people," Spanarella says. "Or we might be faced with the situation of trying to match people with jobs that paid minimum wage, even though they had to ride a bus for an hour and a half because the job was on the other side of the county. That just doesn't work when you're dealing with entry-level postions, especially when two blocks away in another county there'd be a minimum wage job that our client could fill."

Crossing the Boundaries

The councils decided things would be different under the new job law. Last August the five jurisdictions—representing Adams, Arapahoe, Boulder, Denver, Douglas and Jefferson counties—joined with representatives from their local Job Service offices to form the Metro Coordination Team. Chairman Spanarella says the goal of the organization is simple: "We know we can only serve trainees in our service delivery areas, but we can serve employers anywhere."

The 10-person team communicates that message through coordinated marketing of the job training act and related services.

"We each take the same clay but mold it in a way that best suits our individual business communities," Spanarella says of the varying marketing approaches used in the five counties.

The "clay" has two components. The first is "Sales Mate"—a quick reference manual prepared by the state for private industry council marketing representatives to use in their presentations to employers. It details all Job Training Partnership Act-related programs and services, such as on-the-job training, the Targeted Jobs Tax Credit, and special programs for youth or dislocated workers.

The second component is a generic brochure developed by the coordination team that briefly describes the councils and the training services and tax incentives they offer. The brochure emphasizes that each council—regardless of its jurisdiction—is at the service of all employers in the Denver metropolitan area. It also lists the phone numbers of all five councils.

With those tools as the backdrop, the marketing staff in each service delivery area then fashions its own strategy. In Spanarella's area, for example, marketing representatives first contact employers by letter to ask for a brief interview to collect labor market information. They follow that up with a phone call, schedule an appointment, collect the information and, using "Sales Mate," answer any questions the employer has. They also leave a copy of the brochure with each firm.

Strengthening Ties With Employers

Carmelita Muniz, employer relations coordinator for the Denver Employment and Training Administration, describes a much different approach in Denver County.

"Because of our size and the number of people providing services, we market training services in cooperation with 22 other community service organizations through an Employer Relations Council," she says. The council makes its contacts through breakfast meetings, employer conferences, and activities it jointly sponsors with local chambers of commerce.

"The other counties may rely on cold calls" to reach employers, Spanarella says. But no matter what the approach, "the thing they leave behind is the brochure. Employers are realizing that they don't necessarily have to contact the person who left the brochure. They can call any of us, or all of us, for that mattter, if it suits their purposes."

Companies are finding that the private industry councils are indeed committed to suiting employers' purposes. "One result of coordination is that we now share job listings we are unable to fill," Muniz says, "and that has strengthened our ties with employers as well as each other.

"Recently Jefferson County had a job lead but couldn't get people. They called us and we were able to get three hires. We looked good and Jefferson County looked good because the employer said, 'Jefferson County couldn't help me but they found someone who could.' "

That's exactly the point, adds Spanarella: "We're trying to wipe out parochialism, if you will. And by doing that through a cooperative effort to serve our employers, we'll be able to better serve our (disadvantaged) clients."

Working with Job Service

Spanarella says that coordinating with the Job Service in each area has been a key element of the success of the overall coordination effort.

Including information on Job Service activities in their marketing presentations broadens the scope of services the councils have to offer. Hearing about the Targeted Jobs Tax Credit might be just the thing that tips the scale in favor of hiring through a private industry council.

"We can also save both employers' and clients' time" by sharing the Job Service's Employer Information System, Spanarella says. In Arapahoe County, as an example, "We have a computer terminal that gives us access to their job listings. Our only Job Service office is in Aurora. We're in Englewood. That's an hour and a half bus ride away. If we had to send every person who came through our door to the Job Service to see what openings it had listed, they'd waste half the day getting there and back. And then suppose the job was right here in Englewood? By the time they got there, the employer would have seen four or five people."

Employers cite even more practical benefits to the councils' coordination with Job Service. Kevin Beutler, Director of Human Resources at the Denver Marriott West Hotel in Golden, Colorado, says the hotel saved approximately $16,000 because of the recruiting help it received from the Jefferson County council and Job Service office.

"We received 4,000 applications for 250 hourly positions when we were preparing to open," Beutler explains. "The county people moved onto our premises for three weeks and did the initial interviewing and screening of all of them. We were able to find out on the spot who could be certified for the Targeted Jobs Tax Credit. That was very helpful. I figure the work they did saved us 1,680 staff hours at $10 an hour.

"We're delighted with all they did," he adds. "Whenever we need people now, we just call them and they send them over."

In addition to the marketing brochure, the Metro Coordination Team is creating a series of public service announcements aimed at the entire labor market that will include contact information for each service delivery area.

These tools are tangible signs of the coordination process, which is constantly refining itself. Because each service delivery area has its own marketing technique, says Spanarella, "We meet monthly to share information on what works and what doesn't. Then we can each modify our particular approach." This is an ongoing process, he adds, and will likely continue for as long as the counties find it in their best interest to work together. With the bond of a common labor market, he says those sentiments are not likely to change. "It was easy to decide to work together. We all recognized that what's good for you is good for me is good for everyone."

Broader Aims

There are other coordination goals, according to Muniz. "We want to make sure we don't duplicate efforts or step on toes or miss some segment of the private sector in our outreach efforts.

"We also realize that we have the ability to share resources—to run joint training programs that we couldn't afford to do on our own." For example, a medical group thinking of locating in Arapahoe County is interested in hiring 40 word processors trained under on-the-job training contracts. "Arapahoe County couldn't do it by itself," says Muniz, "but together we could get it off the ground."

Greg Whitney, executive director of ECO-Aurora, Inc.—an economic development firm jointly funded by the City of Aurora and the Aurora Chamber of Commerce—and a member of the Arapahoe/Douglas private industry council, says that, in the final analysis, the best reason for coordination among the service delivery areas is that it makes good business sense.

"It's certainly most cost effective to go with generic information that applies to us all. We can share the economies of scale—such as printing and production costs."

But beyond that, he adds, "It greatly improves the image of private industry councils and the Job Training Partnership Act throughout the area. It eliminates duplication and destroys the impression that there are five organizations running all over each other. Employers are extremely sensitive to that."

He thinks this singleness of purpose is something most firms—whether already in the area or eyeing a move there—are likely to remember when looking for new workers.

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